

FEBRUARY 1, 1944



FEB 4 1944

TWENTY-FIVE CENTS

Sales Management



Can You Spare A Nickel?

Your sales efforts and your promotion dollars couldn't possibly be put to better use this month than in helping to put over the annual drive of the American Red Cross. We have 10,000,000 men under arms, and we spend \$400 to uniform and equip each of these men. Yet the Red Cross is asking only \$20 for each of these fighting men to assure the flow of blood plasma, maintain his clubs and recreational centers, provide him with nurses, minister to him in hospital and prison camp.

Only \$20 per man—only a little more than a nickel a day! Help to swell the fund in your office, your plant and your community. The Red Cross needs salesmen—won't you do something *today* to aid this great cause?

An American Red Cross nurse passes out free cigarettes, games, magazines and books to keep hospitalized American soldiers happy during their convalescence. . . . Let your dollars help to buy this comfort and cheer.

THE MAGAZINE OF MODERN MARKETING



"Oh, What a Beautiful Morning!"

YOU will say many nice things about SCHENLEY Royal Reserve. But *one* thing *all* who taste it agree upon: this fine smooth flavor is like morning sunshine in your glass . . . so mellow and light . . . a work of genius . . . each sunny amber drop a glowing part of a magnificent whole. Over all others, it's

America's first choice among whiskies — SCHENLEY Royal Reserve — *because we made it America's finest!*

You'll taste the proof of it in your first highball, your first Old Fashioned, Manhattan, or Whiskey Sour . . . made with SCHENLEY Royal Reserve. Try it. *Soon!*

SCHENLEY HAS MADE NO WHISKEY SINCE 1942 . . . our distilleries are producing alcohol for war use by the government! Precious pre-war reserves furnish the whiskies for Schenley Royal Reserve these days. But there is enough for the duration if used in moderation.

*Mellow and light as
a perfect morning!*

BUY MORE WAR BONDS!

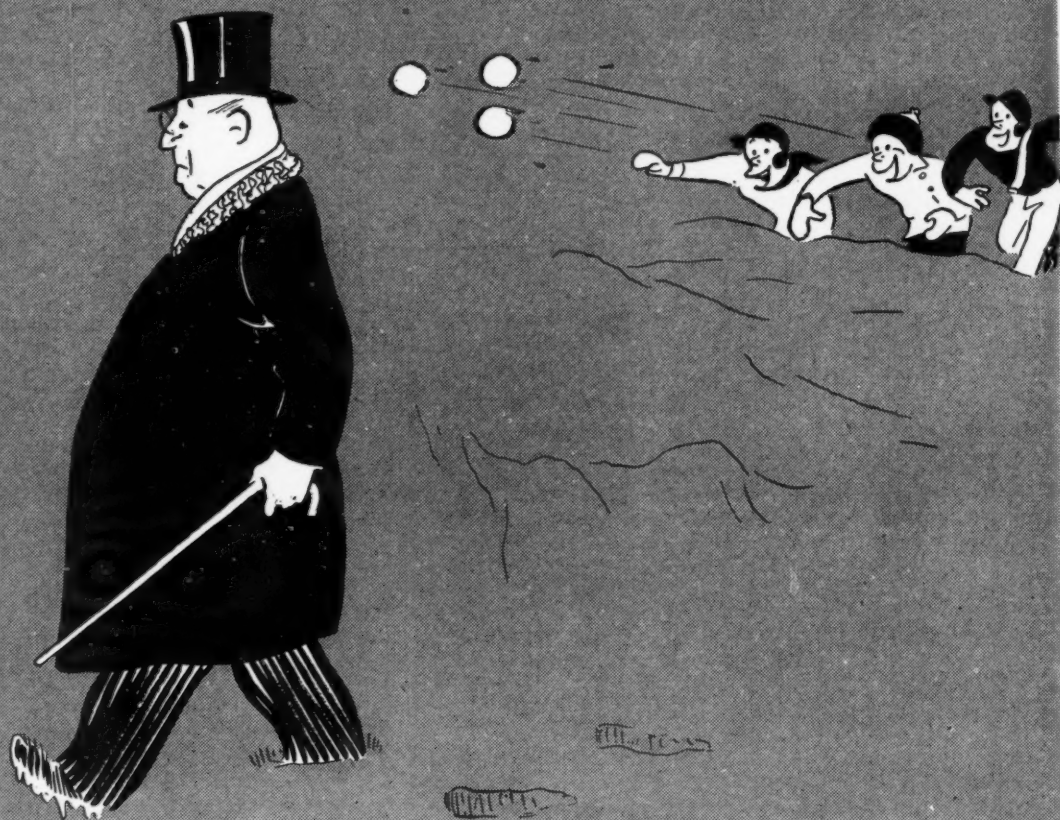


SCHENLEY
Royal Reserve
BLENDED WHISKEY



© 1944, Schenley Distillers Corporation, New York City. 86 proof — sixty per cent Neutral Spirits Distilled From Fruit and Grains.

One does it — in Philadelphia



One newspaper is a daily intimate of 4 out of 5 families in Philadelphia. It is read by Philadelphians, according to surveys, an average of 53 minutes daily. Its circulation is in excess of 600,000 — largest evening newspaper circulation in America. It is the leading Philadelphia newspaper — has been the leading newspaper for 39 consecutive years. *One newspaper* — and that newspaper is The Evening Bulletin.

In Philadelphia — nearly everybody reads The Bulletin

Sales Management

VOL. 53, NO. 3 FEBRUARY 1, 1944

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EDITORIAL STAFF: RAYMOND BILL, *Editor and Publisher*; PHILIP SALISBURY, *Executive Editor*; A. R. HAHN, *Managing Editor*; EDITH KINNEY, *Desk Editor*; RAY B. PERSCOTT, *Director of Research*; H. M. HOWARD, *Production Manager*; CHRISTOPHER A. ANDERSON, *Promotion Manager*. ASSOCIATE EDITORS: LAWRENCE M. HUGHES, LESTER B. COLBY, D. G. BAIRD, RUTH FYNE, FRANK WAGGONER, ALICE B. ECKE, LEWIS C. STONE.

Published by Sales Management, Inc., RAYMOND BILL, *President*; PHILIP SALISBURY, *General Manager*; M. V. REED, *Advertising Manager*; C. E. LOVEJOY, JR., *Vice-President and Western Manager*; R. E. SMALLWOOD, *Vice-President*; W. E. DUNSBY, *Vice-President*; EDWARD LYMAN BILL, *Treasurer*. Editorial and executive offices, 386 Fourth Avenue, New York 16, N. Y., U. S. A. Telephone MOhawk 4-1760; Chicago 1. 333 North Michigan Avenue, Telephone State 1266. Santa Barbara, California, 15 East de la Guerra. Publication office, 34 North Crystal Street, East Stroudsburg, Pa. Subscription price, \$5.00 a year. Canada, \$5.25. Foreign, \$5.50. Member Audit Bureau of Circulations, Associated Business Papers.

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SALES MANAGEMENT

to a wartime house?

out facts and investigating claims . . . to the end that Good Housekeeping's information may be sound, its advice practical.

No spur-of-the-moment information

Here's one of today's commonest home-making problems: What should you do to take proper care of your precious electrical appliances? The answers you get in Good Housekeeping are based on more than 30 years of studying appliances in our engineering laboratory and

using them in our kitchens and laundries.

Because of this work—beginning long, long before the war—Good Housekeeping stands in a unique position today, when it's all important that the advice you get be trustworthy. Probably no other single institution has acquired such a wealth of engineering information about—and practical experience with—home appliances and equipment of all types.

Here is another current problem: What about the new cleansers that have come on the market, such as those for cleaning your irreplaceable aluminum, and liquids for cleaning painted surfaces? Will they do their job satisfactorily? Are they kind to the surfaces and materials they are intended to clean? Are the claims made for them justified? Good Housekeeping analyzes these cleansers in its own chemical laboratory, puts cleansers of the scouring type in a special "scrubbing machine" to find the effect on surfaces. Finally, and not least, we study them in actual everyday use, doing the same kinds of jobs that you would use them for in your home.

These are examples of the kind of study and research that lie behind Good Housekeeping's information on the care of your home in wartime. And they are evidence of Good Housekeeping's constant endeavor to deserve the trust and confidence millions of women put in its every page.



When an electric toaster was a "new-fangled gadget," Good Housekeeping established its laboratory for studying appliances, trying them out.



Good Housekeeping makes no fantastic predictions about your "Home of Tomorrow" . . . sticks to facts about things you can actually buy.

A pledge . . . with a postwar meaning

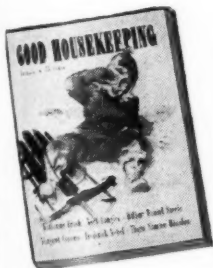
After the war, when home appliances and equipment are again being made, Good Housekeeping will apply the same thorough investigation to new products and to their use in your home.

We are indulging in no flights of fancy, no dreamy predictions about strange and wonderful devices that may not become realities for years. You will read about such things in Good Housekeeping only after they can be brought to our laboratories and tried out in our proving grounds.

For we have made a pledge to our readers, and we do not intend ever to depart from that pledge!

That at no time, and not for any reason, or any profit, will any page in Good Housekeeping—editorial or advertising—trade unfairly on your trust.

Good Housekeeping



*The Homemakers'
Bureau of Standards*



We give this seal to no one—the product that has it, earns it.

FOR VICTORY ★ BUY U. S. WAR BONDS AND STAMPS

FEBRUARY 1, 1944

[5]

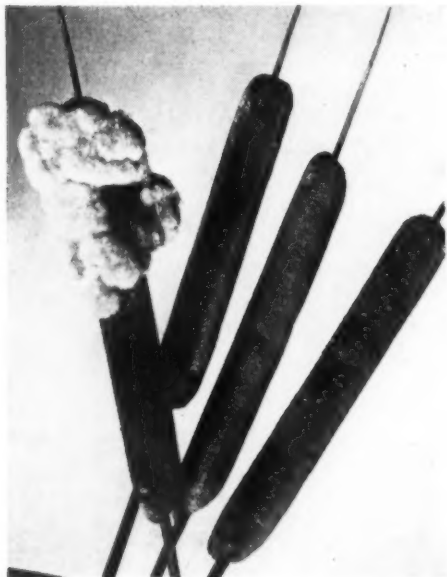


Cattail Stuffing

Who would have thought that cattails, growing in the marshes, could be useful for any purpose except possibly to put in a big bowl, when you're hard up for some decorative plant life? Well, somebody did—correctly so; and that somebody was the management of C. F. Burgess Battery Co., Chicago. Its interest in cattails grew out of a search for sound-absorbing materials to use in a line of acoustic panels and telephone booths the firm manufactures. The shortage of hair felt, cotton linters and other materials led to research with cattail fibers.

But there might be other uses for cattail fluff, reasoned executives of Burgess—to stuff toys and pillows, for instance. So some of the material was put on sale in the retail handicraft stores which the firm operates. The public liked the stuff. Then the company went still farther, and experimented with the use of the material in making buoyant products for life rafts, life preservers and the like. The production of Typha, as the fluff is called, is now a major activity of the Burgess firm.

Mr. C. F. Burgess, chairman of the board of directors, Burgess Laboratories, says that his own interest in cattails goes back to a period thirty-three years ago, when he was one of a small group of young men associated with the Chemical Engineering Department of the University of Wisconsin, who organized a business to carry on what they called "Industrial Research."



Typha latifolia or *Typha angustifolia* . . take your pick. They're the stuffing in toys, pillows, phone booths, and life rafts; no matter what you call them, they're still cattails.

Mr. Burgess and his colleagues thought a great deal about cattails, which bear the dignified botanical names of *Typha latifolia* and *Typha angustifolia*. They discovered that a starchy food could be made from the roots of the plant, that paper and fiber could be made from the stalks, weaving and basketry material from the leaves. They learned, too, that farm children sometimes stuffed toys with the fluff from the cattail seed pod, and that farm wives often used this same fluffy down to stuff pillows.

But nothing much was done about making commercial use of the fluff until the war made Burgess curious about new materials to be used as substitutes for critical ones. Then tests were made, and they established the buoyancy, acoustic and insulation values of the down from cattail pods.

After some preliminary gathering tests in Florida, the project was moved north. Within two weeks, in the summer of 1942, over 10,000,000 cattails suitable for harvesting were located in Wisconsin. Information on harvesting was collected. The cooperation of a group of farmers was enlisted. A building was leased in a Wisconsin village, and a method of processing the fluff was worked out.

The method by which the material is now being collected is through agents, located in marsh land areas, who encourage local farmers to gather the fluff. Prices paid them depend somewhat upon quality and location, but they have been sufficient to inspire good cooperation from farmers. There are enormous quantities of the plant growing wild, so an adequate supply is assured for post-war development.

Typha is being marketed by Burgess' Handicraft Division in half-pound bags for 25c and two-pound bags for 25c. Instructions for making things and stuffing them with the product are furnished to consumers. Not much is being done to promote sales to consumers just now, because of the large demand through priority sources. But the firm expects to market the material in post-war days to consumers, through retail channels, and to manufacturers of other products.

Looks as though if a body could stay on this funny old earth long enough, he'd find that the gag about using even the pig's squeal is not a gag after all. There just isn't anything that a good research man can't find a use for—or there soon won't be.

Donald Duck, Training Executive

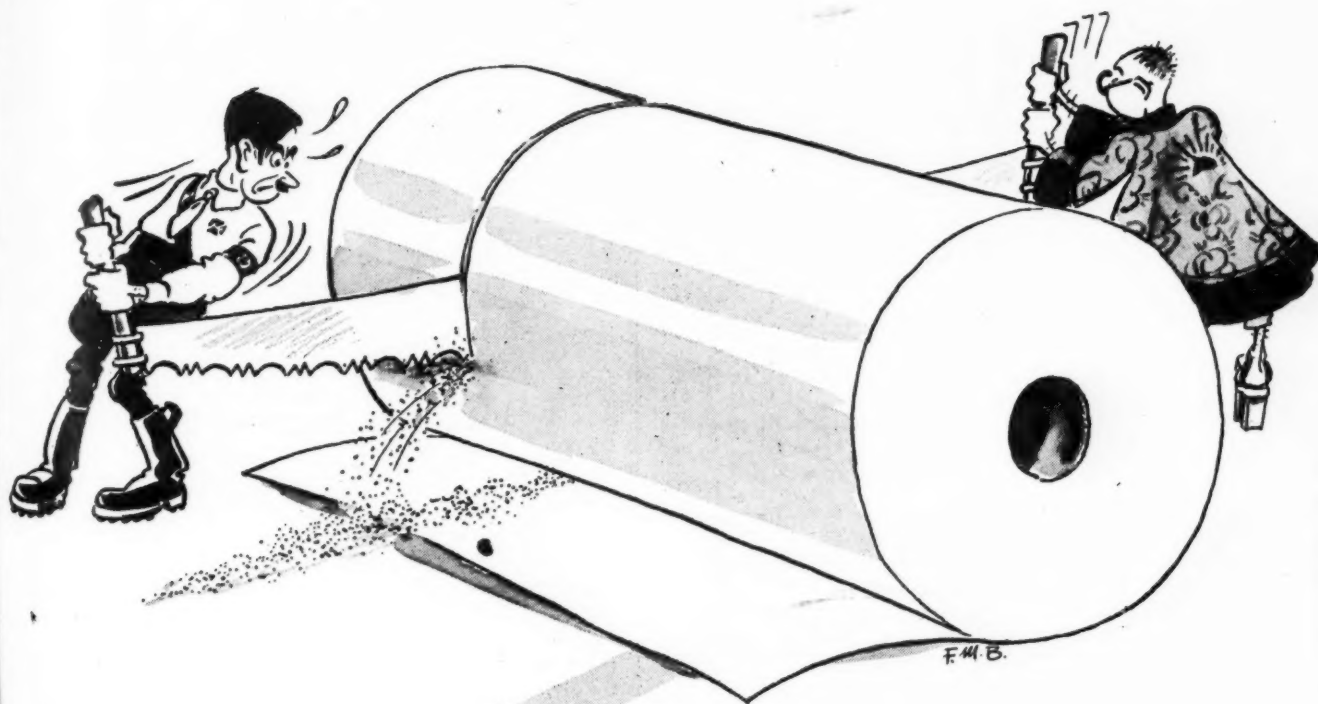
Before the war started, Walt Disney had made only entertainment films. But his technique quickly brought orders for training films—the first, one to teach riveting to British aircraft workers.

When we got in the war, the Army and Navy, as well as war production agencies, sent so much work to Walt Disney Productions, Burbank, Calif., that soon the studios were turning out as much training film as entertainment. Last year there were over 200,000 feet, equivalent to thirty-five features for theatres.

With one hand, Uncle Sam was giving Walt work, and with the other, taking away his men for the armed forces.

Under these difficulties, Walt Disney developed a new

SALES MANAGEMENT, published semi-monthly on the first and fifteenth except in May and November, when it is published three times a month and dated the first, tenth and twentieth; copyright February 1, 1944, by Sales Management, Inc., 34 North Crystal Street, East Stroudsburg, Pa., with editorial and executive offices at 386 Fourth Avenue, New York 16, N. Y. Subscription price \$5.00 a year in advance. Entered as second class matter May 27, 1942, at the Post Office, E. Stroudsburg, Pa., under the act of March 3, 1879. February 1, 1944, Volume 53, No. 3.



So We Do MORE With Less

By effecting some fifty newsprint conservation measures, The Milwaukee Journal in 1943 published a record volume of advertising and maintained all essential circulation and news service—without exceeding its newsprint allotment by a single pound.

In fact, The Journal used 132 tons or 264,000 pounds less than the quota established by WPB—and we believe this was accomplished with no appreciable hardship to either readers or advertisers.

Major editorial projects actually were expanded to include several special studies and reports on wartime and post-war problems of vital importance. Typical were studies of post-war industrial employment and city planning, Milwaukee's future in aviation, and Wisconsin's resort and travel industry,

as well as articles on veterans' rehabilitation which have been reprinted by newspapers all over America.

Circulation was maintained at 280,751 daily as compared to 287,875 in 1942 and 271,723 in 1941. Distribution was adjusted to accommodate Milwaukee's growing family population, resulting in circulation gains in the City Zone from 186,545 in 1941 and 201,477 in 1942 to 203,973 in 1943.

Advertising volume reached an all-time high of 23,864,490 lines, moving The Journal from sixth place in total advertising in 1940, 1941 and 1942, to fourth place in 1943 among all American newspapers.

Further reductions in newsprint must be met in 1944, but The Journal will continue to deliver one of America's finest newspapers for both readers and advertisers.

The Milwaukee Journal

HOW THE PEOPLE BUY WAR BONDS

America's 11th retail market ranks 11th in sales of War Bonds, too. Here are the sales of Series "E" War Bonds . . . the PEOPLE'S bonds . . . from July 1, 1941 through October 16, 1943.

	(000)
1 NEW YORK (5 Co's)	\$1,256,678
2 CHICAGO (Cook)	694,337
3 DETROIT (Wayne)	553,818
4 LOS ANGELES (L. A.)	480,349
5 PHILADELPHIA (Phila.)	300,186
6 CLEVELAND (Cuyahoga)	243,908
7 PITTSBURGH (Allegheny)	217,761
8 BOSTON (Suffolk)	178,480
9 SAN FRANCISCO (San. F.)	166,822
10 WASHINGTON (D. C.)	162,924
11 NEWARK (Essex)	147,505
12 ST. LOUIS (St. Louis)	146,408
13 BALTIMORE (Balt.)	131,786
14 MILWAUKEE (Milw.)	114,790
15 BUFFALO (Erie)	113,780
16 SEATTLE (King)	113,076
17 JERSEY CITY (Hudson)	99,750
18 CINCINNATI (Hamilton)	99,696
19 OAKLAND (Alameda)	94,828

73% coverage in ESSEX COUNTY

NEWARK EVENING NEWS

• Newark, New Jersey

technique which promises to endure as a separate business after the war. Already orders for commercial films are in production. The first one is a film for the Owens-Illinois Glass Co. The methods of simplifying and dramatizing textbook teaching into short, vivid screen lessons, are adaptable to industrial training, sales, institutional and other business films.

A Disney training film starts with questions: What is the subject to be taught, who makes up the audience, what do you want to accomplish?

Walt Disney assigns technical men to work with his scenario writers. Together they determine the technical points to be taught. Walt himself is a genius for turning technicalities into something approaching entertainment.

Example: the subject is electrical, and deals with mysteries of current, voltage, resistance, induction. In textbooks, these are abstractions which the student has to picture in his own mind. In a Disney training film, Current becomes a lazy gnome, who has to be kicked into going by tough Sergeant Voltage. He is hardly on his way before he runs into Resistance and is stopped. Voltage boosts him along with a still harder kick (stepped-up voltage). Finally Resistance wails off in the distance. Then this drama is shown in the inwards of a plane, a walkie-talkie, a submarine detector.

Disney has an incurable flair for getting on the side of the helpless audience, and staying there. Abstractions turn into Donald Duck and Mickey Mouse characters, and the behavior of mechanical, chemical, electrical and other forces is motivated by the emotions which cause people to act.

Out of the war, Walt Disney Productions got a heavy load of additional work, with many headaches—and an after-war product which has already started to town.

Battle Baby

Yes, the boy fighting in the foxholes of the South Pacific, on the seven seas, and high in the skies over Europe wants to know the news from home—but he also wants to know what's happening in the Nation and in the world.

This is the reason that *Newsweek's* Battle Baby edition was born.

The Battle Baby contains the complete editorial contents of the regular edition, including all pictures, diagrams, etc. All advertising is deleted. Intended solely for servicemen overseas, the special edition is much smaller in size (6" x 8 1/4") and in weight. Subscription price is \$3.50 a year, and copies can be sent only to military overseas addresses.

Born just a year ago in the early months of '43, the Battle Baby's circulation has grown rapidly, and today it can boast 250,000 readers in the armed forces. Special advantage of this edition is the fact that it can be sent first-class mail, and ordinarily it arrives at its destination a mere two weeks after publication date.

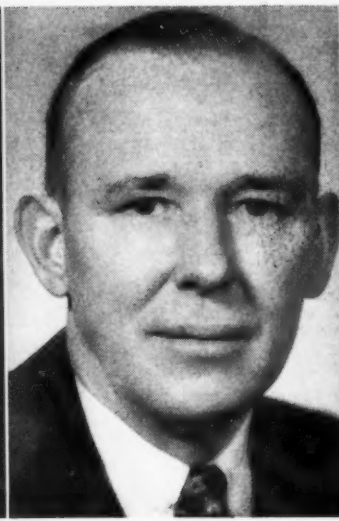
Do the boys like the Battle Baby edition? These are just a few quotes from typical letters: From a sergeant in North Africa: "The first bundle of *Newsweek's* Battle Baby arrived at our overseas unit several days ago, and was as welcome as a letter from home. . . . Even the local Arabs seemed pleased." Or this letter from a Lieutenant in Great Britain: ". . . the arrival of *Newsweek's* Battle Baby edition is almost as welcome as payday in our company and it comes four times as often . . ."



BRADLEY



BROWN



NOONAN

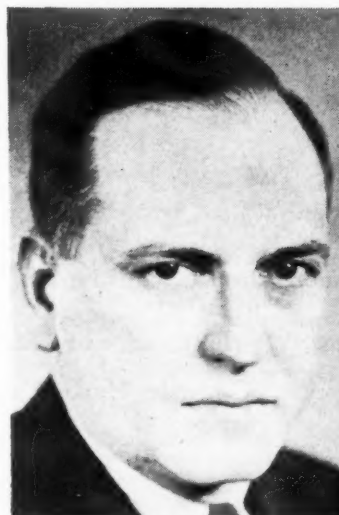


HARDIE

NEWS REEL

Albert Bradley, executive vice-president, General Motors Corp., in addition to his other duties, becomes chairman of the distribution policy group, supervising the activities of the distribution staff.

William S. Brown has been elected vice-president, Canada Dry Ginger Ale, Inc., New York City. He will supervise and coordinate advertising of the operating divisions and all their products.



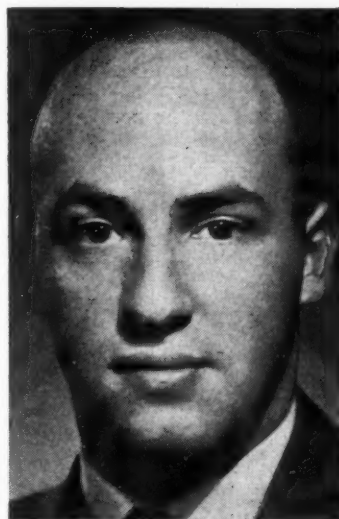
MAHAN



MOHRHUSEN

L. J. Noonan has been appointed sales manager, Van Camp's, Inc., Indianapolis. He formerly was division sales manager for the Pacific Coast and was made sales promotion manager in 1938.

Joseph P. Hardie is now vice-president in charge of sales, Bristol-Myers Co., New York City. He formerly was vice-president, Pedlar & Ryan, Inc., handling several Bristol-Myers products accounts.



THOMSON



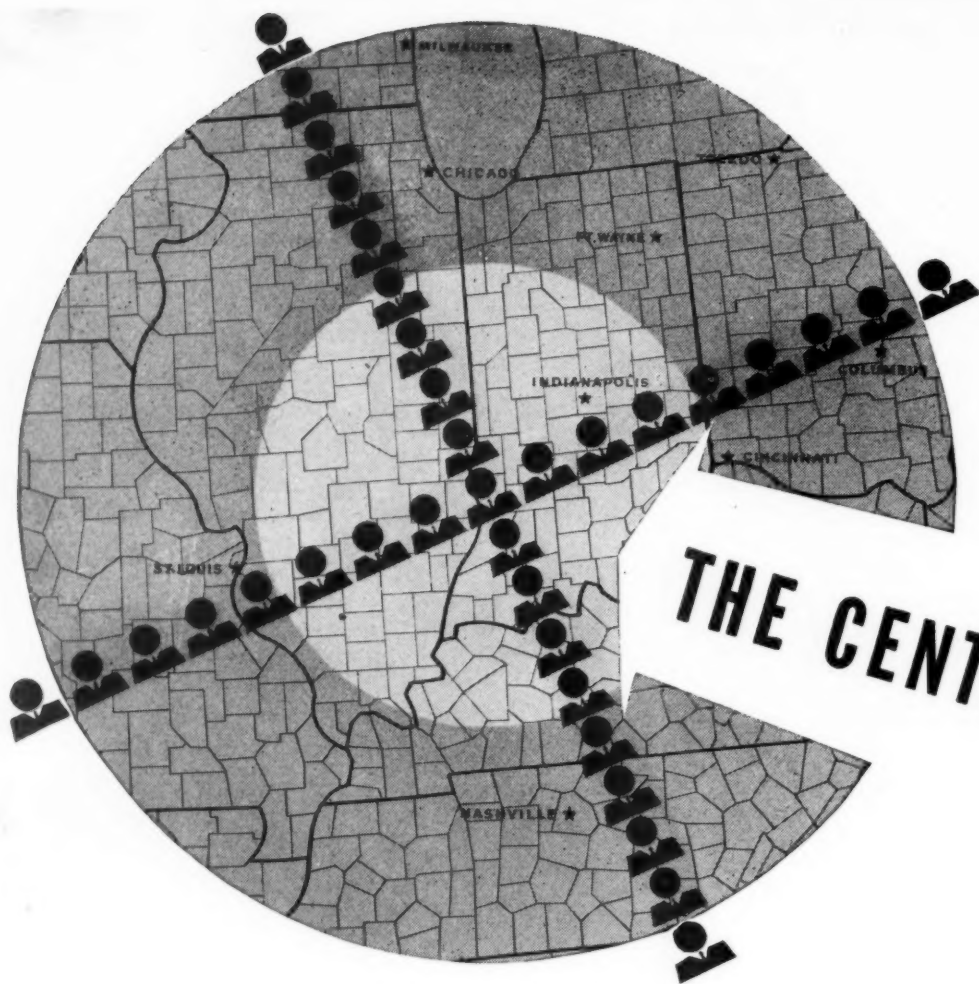
MEREDITH

S. D. Mahan has been made director of advertising and public relations, Manufacturing Division, The Crosley Corp., Cincinnati. Recently he has been directing U. S. War Bond advertising.

A. H. Mohrhussen has been made general merchandising manager, Devoe & Reynolds Co., New York City, and associated trade sales companies. He will also direct advertising and sales promotion.

Chester L. Thomson has been named sales promotion manager, Calvert Distillers Corp., New York City. For the last year and a half he has been assistant national sales promotion manager.

Samuel R. Meredith has been named eastern division manager, Carstairs Bros. Distilling Co., New York City. Mr. Meredith has been assistant eastern division manager since the summer of 1942.



Center of the Nation's population is located in Indiana, not far removed from WOWO.

WOWO is Indiana's Most Powerful Broadcasting Station . . a Center for Program

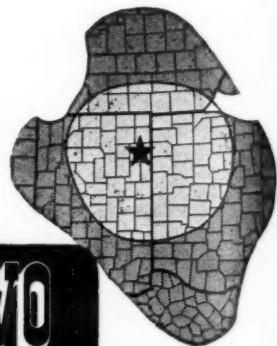
Production . . a Center for Market Testing. Several now-popular network shows, and variations of them, had their beginning at WOWO.

Shows are produced and tested . . in this ideal section of the country . . and then linked to a product.

With an audience split fifty-fifty, urban and rural, the first few broadcasts provide indications upon which the advertiser charts his course.

The number of programs and advertisers that began at WOWO and are now carrying on nationally, is proof indeed that your good sales-ideas can be best tested on WOWO, Ft. Wayne.

New Coverage and Market Map now available. Just your name and address on a penny postal and we'll gladly send it.



WESTINGHOUSE RADIO STATIONS Inc

WOWO • WGL • WBZ • WBZA • KYW • KDKA
REPRESENTED NATIONALLY BY NBC SPOT SALES

[14]



SALES MANAGEMENT

Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending February 1, 1944

Distributive Bright Spots

THREE BRIGHT SPOTS FOR DISTRIBUTORS right now are: (1) Easier rules on commissions to salesmen. (2) The equitable distribution order. (3) The new method of pricing retail goods. These developments will have to ease the disappointment over the slowness in putting the okay on a resumption of manufacture of consumer durable goods. While there will be a few more electric irons, washing machines and other pieces of equipment, these will come only in dribbles until the end of the year. Washington officials believe that next November or December will probably see the real turning point.

It is interesting to note that one of the reasons why civilian goods making on a big scale for 1944 was torpedoed within WPB was that Washington was very much surprised by the recent consumer survey which showed very few complaints about shortages, and the polled citizens showed a surprising lack of interest in washers, ironers, radios and other hard goods. Therefore, it's an uphill fight for the Office of Civilian Requirements to get either the materials or the manpower to make large quantities of these articles.

According to the Research Institute of America, this is the inside story on what happened to the late but not lamented Treasury Department ruling No. 5295, which attempted to freeze commission earnings and those arising from percentage-of-profits arrangements or over-riding commissions at the 1941 or 1942 level: Following the first newspaper announcement and the crusade started by SALES MANAGEMENT and the National Federation of Sales Executives and affiliated clubs, a storm of protest reached Washington through the mails, over the wires and by personal visits from sales executives and salesmen.

The Treasury hesitated—and then it decided to use 1943 as the base year, beginning with January. But that plan was spiked for two reasons: first, because earnings during 1943 were too high to offer a sound base; and secondly, because under the plan the War Labor Board's rule would have to be made uniform with the Treasury's. The War Labor Board protested that it had too much in its hands already to take on any new burdens.

So Economic Stabilizer Vinson announced that the Treasury would have to junk its rule. What isn't known is that Vinson made strong representations to the Price Adjustment Boards and Army contracting officers to disallow in renegotiation and cost-plus contracts all commissions which are unduly excessive. This would not only cover salesmen's commissions, or other employees receiving commissions, but also the defense contract brokers. As a matter of fact, the original impetus for a commission rule by the Treasury was to slash the juicy commissions on defense contracts.

Those manufacturers who are operating under direct government contract will find that their compensation to employees on a commission basis will be in for mighty close scrutiny in the future; most prime contractors are not supposed to have sales costs anyway—although subcontractors may have substantial selling expenses.

Here's the New Treasury Rule

THE REVISED TREASURY RULE—made comparable to the War Labor Board rule—will put the okay on increased commissions (provided there is no change in the contract rates since October 2, 1942) which are based on: (1) Sales of a store outlet or territory. (2) Total company sales. (3) Profits of store, division or territory. (4) Over-all profits of company. (5) Sales over a certain amount. (6) Profits over a certain amount.

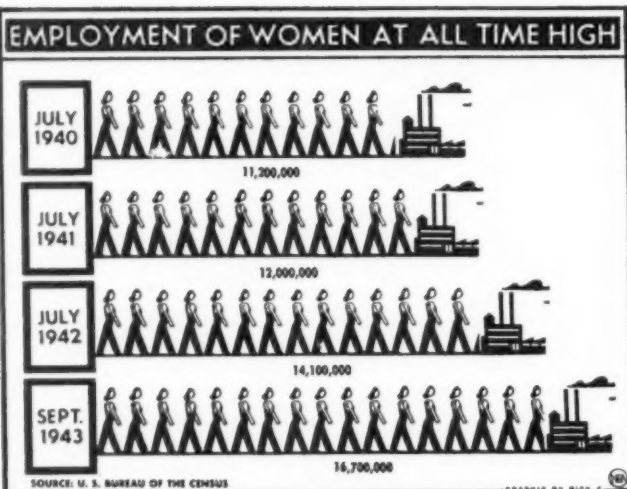
The Treasury will change its official regulations to make the new rules apply not only to commissions, but also to bonuses. This will remove the most troublesome obstacle in the way of paying a larger bonus, and will mean that bonuses for 1944 can be appreciably greater than those in 1943 and 1942 if before the stabilization date a company paid bonuses or commissions computed as a percentage of total profits or sales, as a general practice.

The second distributive relief mentioned in the first paragraph has already been commented upon in this department—the equitable distribution order (see page 18, January 15 S. M.) and the third is soon to be issued over-all markup order for retailers which will fix ceilings on (a) some goods by specific prices (b) others by individual markup, and (c) a third class by an over-all markup for the outlets.

The order will facilitate pricing for the retailer and at the same time set an over-all return based on his total sales. The trend in OPA is toward fixing minimum support rather than ceilings, and now that the supply situation is noticeably easing up in many fields, OPA is considering the suspension of ceilings. Some merchants have the mistaken idea that the ceiling fixes the minimum as well as the maximum price of the sale—that the Government actually wants goods to be sold at the maximum price. To clear up any such misapprehension, OPA may suspend the ceiling for certain periods when surpluses exist.

We believe that our readers will be interested in these retailing trends because it is essential to manufacturers that





we have a healthy distributive system, and this must be a year in which there is increased emphasis on programs of dealer aid, so that retail mortality may be kept at a minimum. Far-seeing manufacturers are increasing their efforts to help dealers develop repair and service programs, spreading their limited goods equitably so that all dealers have some, helping dealers to recruit additions to their working forces, setting up training schools for dealer clerks, assisting retailers in problems dealing with compliance with wartime government regulations.

Plans for New Products

DONALD M. HOBART, manager of research for the Curtis Publishing Company, reported at the recent New England Sales Conference on a survey among 350 manufacturers about their post-war plans.

Fifty-eight percent of the companies plan to manufacture entirely new products after the war—89% of the tire and rubber companies, 86% of paper and paper products companies, 67% food, 67% household appliance, 69% metal, 67% agricultural implements, 64% building materials. Of the companies who said they were planning to bring out new products, 54% reported that the product was in the same field as their normal peacetime products, 12% said it was in a new field, 20% reported new products in both their own field and another field, and 14% would not say whether it was in the same or a new field.

Here are some samples of the competition which is coming into the post-war selling field: Agricultural implements and equipment are going to be made by airplane companies and a household appliance company; building material products will be made by an airplane company, tire and rubber companies and a shipbuilding company; air conditioning products will be made by a farm equipment company; plumbing and heating products will be made by a household appliance company and a radio and phonograph company; hardware specialties will be made by a silverware company; camera and optical goods products by an airplane company; chemicals and paint products by a textile company; drugs and cosmetic products by a hardware specialty company, and silverware products, by a housefurnishings and equipment company.

Curtis will shortly issue the results of this survey in a booklet. Get hold of a copy. It will be tremendously valuable for your own post-war planning.

Significant Shorts:

Do You Use the USES?: Many alert sales executives are starting already to build up their post-war sales organizations by getting the first pick on (first choice) demobilized officers and (second choice) enlisted men and non-commissioned officers. Twenty-five thousand officers are slated to be released in 1944 and several subscribers tell us that the United States Employment Service is doing an increasingly good job in picking out good sales candidates from the returning soldiers. It seems worth while to contact the personnel consultants at the local USES offices.

Make the Old Car Last: Some of the automobile makers are predicting that late this year they may be allowed to turn out some new passenger cars—but this is by no means certain. In the meantime, the stockpile of new cars has been reduced to such a point that OPA has not only raised the minimum number of miles from 40,000 to 60,000 on an applicant's car who is eligible for a new vehicle, but has eliminated salesmen of food, building materials, clothing, fuel and medical supplies from the list.

Go North Young Man: Many of the engineers and contractors who worked on the Alcan Highway are sure this road is going to develop a new and important market area. Some of the personnel have planned to return to locations along the highway and go into business. This sounds reasonable, for the road, when opened post-war, will surely attract mobs of tourists. The same thing might be true of the Laredo Highway, running from Texas to Mexico City.

Brand Names in Religion: The enterprising and sales-minded Reverend John Pettus, of the Episcopal church in Montecito, California, ran a newspaper advertisement about his church with the heading, "Brand Names." The copy points out that brand names are a guarantee of quality, that the organization which dares to advertise a brand name must have something worth while, and it must maintain the quality constantly. "The Episcopal church has two guarantees of quality: First, its services are from the Prayer Book, which is the greatest depository of the world's devotional literature. Second, its products are men and women who in every generation give a disproportionate amount of leadership in business, professional and public life."

Want to Know When the War Will End?: Ask Corrigan, Osburne & Wells, Inc., Lincoln Building, New York City, for a copy of their fascinating booklet, "Getting Down to Earth on Post-War Work," and their chart giving an interpretive forecast of events until 1967. This year, according to their forecast, will see Roosevelt's reelection and Germany's collapse. 1945 will be a "shifting over" year and the Japanese will be defeated in December of 1946. After a short dip below normal in the early part of 1945, a replacement boom will run until the middle of 1948. . . . You can hope you won't be alive when we reach the terrific depression from 1960 to 1965.

Regional Shifts in Population: Ask the Bureau of Foreign and Domestic Commerce in Washington for a copy of "Regional Shifts in Population, Production and Markets 1939-1943, Economic Series No. 30" by K. C. Stokes. It's the most complete summary of the changes in these factors—by sections and states—which is available anywhere. Of course, if we were not on SALES MANAGEMENT, we would mention that magazine's Survey of Buying Power in this connection. Would that be kosher?

PHILIP SALISBURY

BY
DOROTHY
THOMPSON

Dorothy Thompson has won international fame as a journalist and author, a lecturer and radio commentator. Eleven years of journalistic residence in foreign lands, eight of them consecutive, lend weight to her observations on postwar markets here and abroad. Her experience, ranging from intimate reporting of the Irish rebellion to covering the first Karlist *putsch* in Vienna, give her an international viewpoint, plus first-hand knowledge of the tragedies of economic mismanagement. Her articles appear in 150 newspapers in the United States and Canada through the North American Alliance. Her broadcasting on national networks includes sponsored and sustaining programs.



How About a Peace Consumption Board?

If production for war produces mass purchasing power, why can't production for peace achieve the same end? asks Miss Thompson. She suggests a non-political industry-labor cooperative organization to guide our return to a prosperous peacetime economy.

WHEN Donald Nelson first said that the heart-breaking United Nations phrase of "too little and too late" would be replaced by "too much and too soon" it seemed like an unwise boast, but that condition is already beginning. Despite the fact that American industry is producing goods of high and almost immediate obsolescence, it is proving itself competent to keep them flowing, moving, sailing, flying, shooting, while it provides the people at home with all of what they need and most of what they want.

On this score pride is justified, complacency is not.

This very miracle of production is just what can create the worst problem which American industry and society has ever confronted, once this war is over.

The great crises of the Twentieth Century which have been marked by periodic and ever-larger waves of depression, and prolonged and halting recoveries, and have been a basic cause of revolution and war, have none of them been crises of the elements of production. At no time have industries been bankrupted and men unemployed and destitute because of a shortage of raw materials, capital or laborers, the elements of production. Exactly the opposite is true. All depressions, in highly developed industrial societies, are the result of a glut of these things. Modern depressions never occur on the producing side of the scale but on the consuming side. They are crises of the market.

It must be clear to any unconfused mind that they are therefore not caused by high wages, or high prices paid to farmers whose prices in the

case of most working farmers are merely wages paid to themselves for their own work—but that the overall cause is predominantly an insufficient market. So called crises of "over-production" occur only when production and consumption get out of balance.

The private enterprise system seeks to attain balance by reducing the number of producers. This is done by laying off men, reducing wages, shortening the work week and otherwise cutting the suit to meet the cloth. This does not balance the scales, because men who weigh in one side of the scales as producers weigh in on the other as consumers, or the market. When destitute or made indigent by unemployment, they are lost as customers. Since 70% of the national income in the United States is normally paid out in wages and salaries, 70% of the purchasing power of the country is also in the hands of workers of one sort or another. If this income is reduced by any percentage, the domestic market is reduced proportionately.

Obviously the largest and richest market is in the wealthiest country or

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FEBRUARY 1, 1944

countries, and since production is the only source of wealth and we the wealthiest country, we are any seller's best market. The most profitable export trade is never carried on with poor countries but with rich ones. Thus, though foreign trade never accounted for more than 7 to 10% of American sales, 75% of that was conducted with the world's next richest empire, Great Britain. It is ridiculous to talk about raising the standards of living of the Chinese coolie, in order that he should be able to buy our goods, if we neglect to raise the standard of living of the Georgia cracker, in order that he should buy his own country's goods.

Need for Changed Attitude

This war has demonstrated that the American people have never bought the fullest possible production of American industries, except when, as now, they buy an immense percentage of it collectively. War solves the problem by providing a convenient collective incinerator for about 60% of what American factories and fields can produce, provided they have a market for it. The market is still the American people, who are borrowing the money (from themselves and their posterity) to pay for the goods, which war then destroys with great rapidity. We will have Victory, but no offsetting economic assets to show for our money or production for war. An economic asset is anything that can be used for the satisfaction of human needs and desires, but there is nothing you can do with guns and ammunition if you have no more enemies.

An incinerator is a convenient outlet, but is a most unsatisfactory way of meeting the main issue. The problem is how to create the means by which the American people can enjoy the goods they are able to produce, and thus provide American industries with their only certain peacetime market.

Necessary to a solution of this problem is a changed attitude of mind. We are still governed by habits of thought that are hangovers from a by-gone age when the problems of production were not solved, and when contentment with poverty might reasonably be considered a virtue, since poverty for millions was something inescapable that had to be endured. It is no longer inescapable, nor need it be endured, and millions know it. And it is no longer an economic virtue either, but an economic sin.

The economic argument for the profit system is that we need profits to increase and improve the ap-

paratus of production. Profits are the source of investments. However, if our production capacity surpasses every consumption opportunity, the most die-hard standpatters will be unable to find a reasonably full argument for a *laissez-faire* attitude toward the profit system. It is only by extending, accelerating and creating new types of consumption that the profit system can be reconciled with sound economics.

When ten million uniformed men come back home looking for work, we are going to have a gigantic going production concern, capable, after conversion to peacetime operation, of fulfilling every present desire of the American people, and creating new products and new desires that they have never yet dreamed of. This plant has been expanded and kept going during the war because its products were collectively absorbed for a national purpose. And unless new national objectives are created, the plant is going to contract, many workers be unemployed, the market wither and many enterprises go bust because wealth has again created poverty.

The Way to a New Market

I don't think that this will happen without the most serious social disturbances. Too many people went through the last depression. The memory of it is a horror. This country lost in that depression—between 1929 and 1939—250 billion dollars of income, or 90 billions more than the entire national debt, including the cost of the war to date. This is the loss, if you calculate 1929, the last pre-war year of approximately full employment, as 100. Of course, we lost much more, because in ten years the productive system had become vastly more efficient—so efficient that in 1943 it produced goods to the value of an income of 143 billions, considerably more than in three full years of depression. In ten years, we lost three times the entire income of the boom year of 1929.

The way to find a new market is not to count on exports to China or Australia or Latin America. A more enterprising spirit than we have had in the past can create opportunities in many foreign places, to be sure. But we must always bear in mind that the total export trade of the world prior to the war amounted to only 35 billions annually, less than the increase of our production in the past year, and we aren't going to have a monopoly of it by a long shot. Furthermore, unless we want to take goods in equal exchange for goods, we are

going to be giving part of our products away, free for nothing—exactly as we did after the last war. If we are giving anything away, it would be much more sensible to give it to ourselves.

The way to find a new market I believe is to create a new market right here in the United States. The market created by the war—the market that most recently has made us rich—is *collective consumption* and that's the way to create a plus market in peace.

It is patently foolish to say that whereas it is wise and legitimate for a society to keep its factories going, and all its workers, industrial entrepreneurs, managers, farmers and professionals employed at high incomes in order to manufacture instruments of destruction collectively consumed for war, it is illegitimate and unwise to keep them productive in order to manufacture positive assets for collective enjoyment in peace.

If the people of this country can make themselves rich by manufacturing and selling to themselves barracks, they can for instance make themselves richer by manufacturing and selling to themselves houses. Wouldn't it be wise to make slums obsolescent and supplant wretched, ugly and unhygienic houses by modern and beautiful ones, even if the process of doing it amounts to a tax on property long since amortized with the original investment repaid several times over?

If it is said that people can't afford new houses, it must firmly be contradicted that they can afford them if they are paid to produce them efficiently—without any excessive profiteering. If they are not paid to produce anything they obviously can't buy anything.

A Look at Reality

The young American, fed through movies and advertisements a highly idealized picture of American life must occasionally compare it with the reality before his eyes. The entrances to our cities show jungles of littered lots, old car dumps and dingy, hideous houses in grimy streets. Agricultural slums are even worse. In the deep South, American citizens, colored and white, are living in hovels the like of which are not to be seen this side of the Balkans.

Hundreds of thousands of farmers are still transporting goods to market over dirt roads that are morasses at some time of the year and wear out trucks and cars at all times. Millions of Americans are without electric lights or bath tubs or running water.

Farmers milk their cows in the rays of kerosene lamps that too often burn down their barns. Beautiful streams are choked with sewage; de-forested hills are eroding.

In the richest cities, there are schools so ugly, unhygienic, dingy and crowded that they would long ago have been torn down in Sweden. Many thousands of children never eat a well-cooked, well-balanced and nicely-served meal—while poor little Norway before the war found it possible to feed every schoolchild, rich or poor, a hot meal every day.

We have not nearly enough hospitals and not nearly enough doctors to keep Americans healthy, and in rural communities, countless children and adults have never seen a dentist.

Divorce Plans from Politics

Winston Churchill in his Guild-Hall speech suggested a "Four Year Plan" for England after this war. America needs generation of such plans. National plans, regional plans, state plans, county plans, village plans, all plans which will employ labor to create private and collective assets, and consume production.

These plans ought not to be made by a central bureaucracy dominated by the interests of any political party. They ought to be made by bi-partisan boards representative of industrialists, trades unions and professionals in every organized community. Otherwise communities that need hospitals will get unneeded postoffices and jails and most everything will be undertaken as a vote catcher.

There ought to be in Washington a *Peace Consumption Board* headed by a man like Donald Nelson or Charles E. Wilson to review all programs requiring assistance in financing and to integrate the whole program. It ought to, and can be, as divorced from party politics as is the War College.

All work should be done by private industry under acceptable contracts that will squeeze out profiteering, and in all cases labor should be engaged off the open market through the prevailing system of collective bargaining. Under no circumstances should any work be considered as "relief." The WPA was the most reactionary idea ever advanced by liberals — to create a sub-standard class of subsistence workers on the periphery of an economy!

We don't want workers for subsistence. People who are merely subsisting are not customers for industry.

We want a population whose minimum standard is one room per person with electric light, automatic refriger-



"Oh shut up and lie down! Suppose they did put a woman on the board of directors!"



ation, freshly painted walls and respectable furniture in a house on a decent looking street, near a modern playground, and a school in which every room is light and beautiful and every child is fed daily one hot, tasteful meal.

We want every road that serves an economic purpose hard-surfaced. We want every town, village and industry in reasonable proximity to an airport and to hospitals and clinics where, in return for medical and hospital insurances, every one can be treated for what ails him and in time.

We want waste lands reclaimed, as parks or forest reserves. We want the entire transportation system improved and rationalized. We want low-cost theaters and symphonies; we want the remarkable techniques developed in moving pictures for the education of soldiers, further developed for teaching geography, history and the exact, natural and social sciences, in schools and in theatres, churches, town halls and granges.

We want industries decentralized, so that agriculture and manufacture can be tied together again, and the dangerous drift toward great cities halted and reversed.

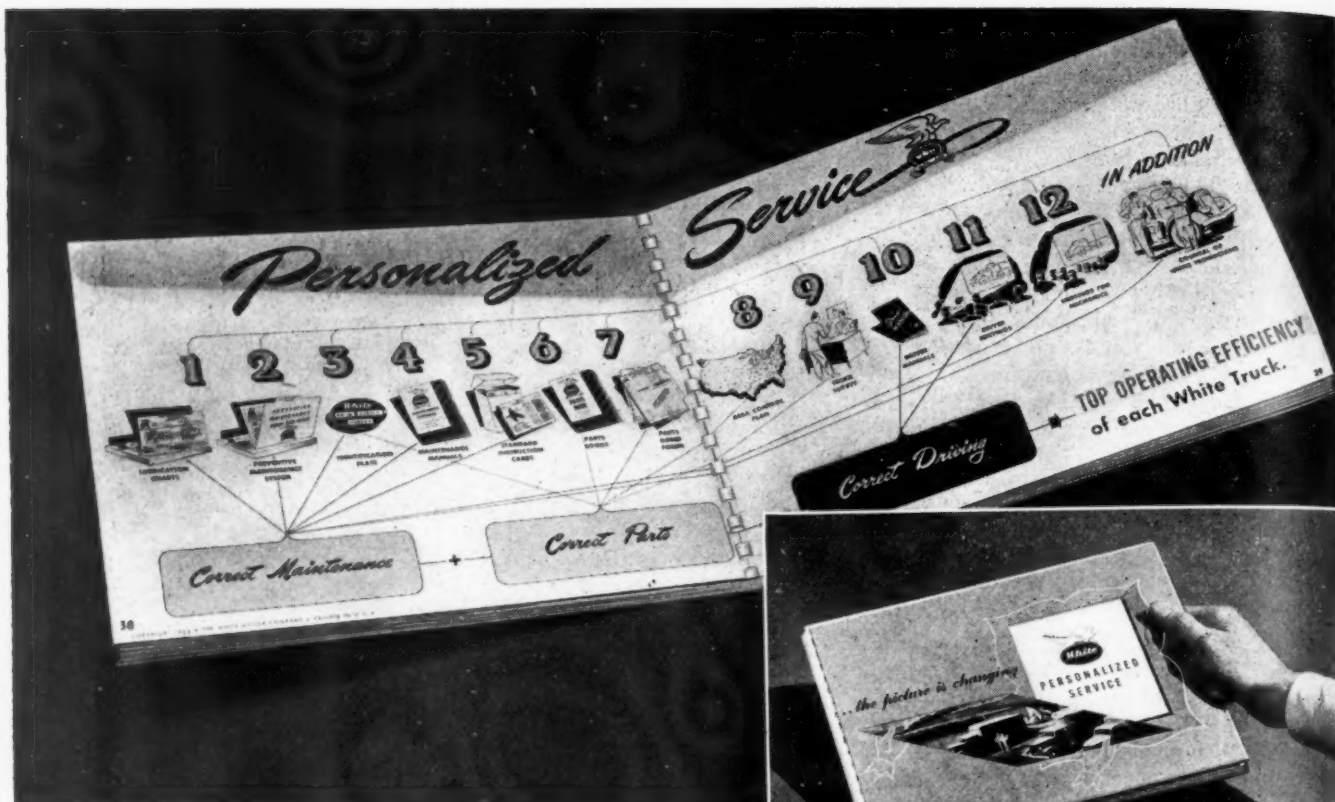
In short, we want to make America the most beautiful, inspiring and

comely home for man in the entire history of the human race, through the planned integration of all its myriads of initiatives, making ourselves individually prosperous in the process of rebuilding America.

I am amazed when industrialists call this "Utopian." Let them look at their own industries! They are Utopian. A Utopian industry demands a Utopian market. If it doesn't organize a commensurate market, the Utopia of production will vanish in chaos.

The imaginations that organized the production side of industry can also organize the market if they will apply to the problems of consumption the same boldness of vision and enterprising organization they have applied to the problems of production. Organized production cannot survive an unorganized market. The challenge is primarily directed at the leaders of business to bring into being a PCB (Peace Consumption Board) which will eliminate future need of a PWA, WPA or WPB.

The chance will be ours after this war. If we miss it, it is unlikely that history will ever offer us another one. Our grandchildren, on the contrary, will be emigrating to some other land of opportunity.



Keystone of White's conservation plan is Personalized Service. The flow chart crystallizes the program's three-fold purpose; the spiral-bound book explains to owners the need for proper truck maintenance.

White Calls Pow-Wows of Truck Owners to Sell Conservation

White Truck Co. is building untold good-will which they'll be cashing long after the gun-fire has ceased, through a campaign to teach White equipment users that longer life for their transportation depends upon correct maintenance, correct parts, and correct driving.

BY HAROLD D. LAIDLEY

Manager, Sales Department
The White Motor Co.,
Cleveland

WITH U. S. pre-war annual production of 700,000 trucks for civilian use sharply cut, it behooves the Nation to make its trucks last as long as possible. This is a challenge not only to the 50,000-odd communities that depend entirely on trucks, but to every community in the land.

In normal times, when the prevailing philosophy was colored by the knowledge that "There's plenty more where this came from," many truck owners and drivers concerned themselves little with the proper care of their vehicles. America's entry into the

war changed this philosophy, but found truck users lacking the knowledge and experience necessary to change their habits. Toward them, and particularly toward the 19,000 owners of 60,000 White trucks and busses in the country, The White Motor Co. felt a responsibility—the responsibility to educate them in methods of maintaining and lengthening the lives of their vehicles, and in furnishing them with the means of achieving this.

To discharge this responsibility, the company recently set up what is known as *White's Personalized Service Plan*. A comprehensive program, complete

in its most minute details, it is designed to benefit not only customers, but the entire sales organization.

In establishing its three-point program, White's management had three objectives in mind: 1. To help customers get maximum mileage. 2. To lower White operation costs (including parts replacement and maintenance) to the minimum. 3. To build up for the field organization a maximum volume of service business.

A great deal of study and planning went into the creation of the program, and into methods of selling it, first, to the field organization, and subsequently to White owners. It is a big program, embracing the preparation of one motion picture, three sound slide films, a wide variety of forms and literature; the training of the entire White field organization; and the imparting of details of the plan to owners of Whites, and to their executives, superintendents and maintenance men. At this time, 13,000 have already attended dinner meetings at which they were introduced to the plan, and by March 1, an estimated total of 19,000 will have been initiated into the work-

ings of the new service system.

The starting point of the analysis of the job to be done, as White's management saw it, was recognition of the desire of the truck or bus owner to preserve and maintain his existing motor equipment—to prevent lay-ups, to avoid road failures, and to reduce operating costs per ton-mile or per unit.

The goal, obviously, is *correct maintenance, correct parts, and correct driving*. White's aim, then, would be that of helping customers attain that goal.

From the first, it was realized that the problems of truck owners vary widely. One, for example, may be a general contractor; another delivers beverages; another is a common car-



Easel charts are valuable aids in conducting planned meetings. This one, illustrating 48 charts, has served as guide and visualizer for one of White's 3-day meeting programs on Personalized Service.

rier or over-the-road operator; another hauls petroleum products. A fleet of trucks may look the same even to the practiced eye, yet there may be built-in features which distinguish some from others. For these reasons, White felt that owners need *specific* help and guidance, on such points as lubrication, information and instruction for mechanics, insuring that replacement parts are available where and when needed, and methods which will stress the importance of correct driving.

The plan, therefore, was designed to furnish the *Personalized Service* owners need, and the term was adopted as the central theme for selling the idea.

To make it easy to understand the plan, it was broken down into twelve main features. Some of these, such as Lubrication Charts and Maintenance Manuals, come under the heading of

Correct Maintenance. Others, such as Parts Books and Parts Order Forms, come under the classification, *Correct Parts*. Others, such as Driver Meetings (covering motion pictures and instruction for drivers) and Driver Manuals, are under the heading, *Correct Driving*. All these features are emphasized with visual aids, the principal one being a long, banner-type device which recurs often in charts and literature pertaining to the plan.

To ensure the cooperation of the entire White organization—and to enable the organization to take maximum advantage of the program, groundwork was begun at headquarters, in the form of a four-day session at the factory in Cleveland. Regional vice-presidents, regional managers, department heads and company officials devoted their time during the four-day session to a study of the plan.

One week later, two-day meetings (which had been previously scheduled) were held in regional offices. At these, the plan was presented to key personnel and to distributors. These meetings were attended by company branch managers, service managers, parts managers, business managers, wholesale managers, retail salesmen and distributors. In some cities, the regional manager was in charge; in others, officials from the factory took on the main job of explaining the plan. Meetings were concluded with an organization evening dinner.

After attending his regional meeting, each branch manager returned to his respective city where four or five meetings (within a two-week period) were held with the entire branch personnel. At these meetings each phase of the Personalized Service program was reviewed, and the responsibilities

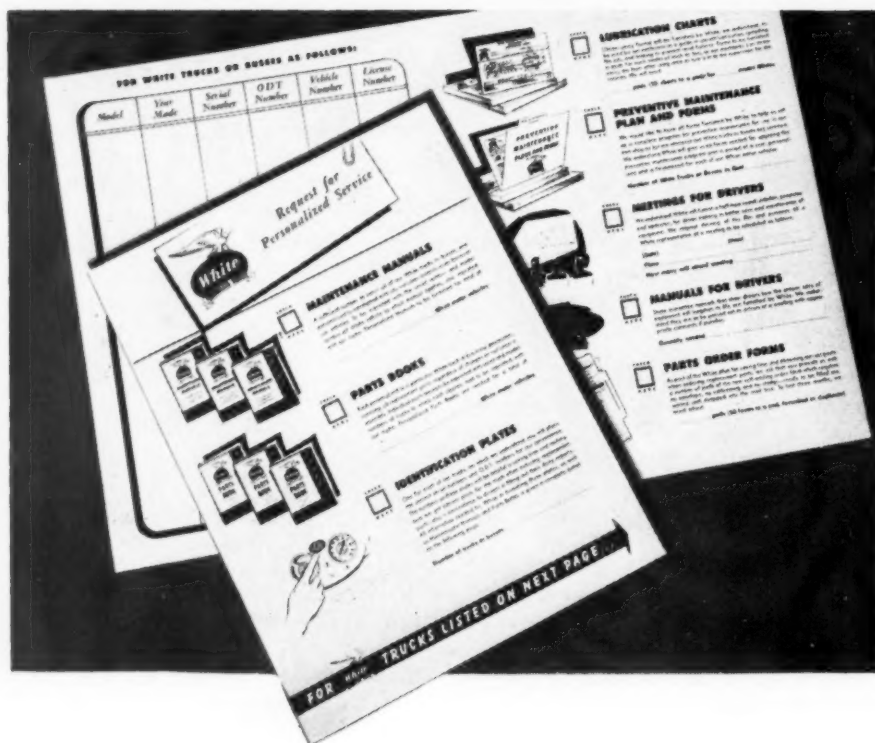
of each department and individual in the organization were determined and studied. There were question-and-answer sessions. Every man or woman who might at some later date have contact with a customer was expected to become familiar with the plan.

Next came a series of dinner meetings attended by White owners—executives of large and small companies. Within six weeks, 13,000 owners in 50 cities had heard the story of Personalized Service. At these meetings field managers and others explained features of the plan. A sound motion picture, "To New Horizons," dramatized the importance of motor truck transportation. A sound slide film, "Wheels Away," was used to show the importance of the truck driver, and the part he plays in motor truck transportation and in the care and conservation of trucks.

The next step was the important series of dinner meetings (still being held), conducted by White distributors, who had themselves attended regional and owner-dinner meetings. Using the same procedure, distributors invited White owners in their territories to these dinner meetings, at which they learned details of the Personalized Service plan from talks, visual aids, and the showing of films. An idea of the response at both company branch and distributive dinner meetings may be had from the fact that 800 attended the dinner in Chicago, 226 attended in Milwaukee, and 350 attended in Detroit; 3,000 have attended some 30 distributive meetings to date. When the series will have been completed in March, about 19,000 White owners will have attended the dinner meetings and learned about the plan.



Regional vice-presidents and managers meet with department heads and company officials at White's Cleveland factory to study the new service plan. Prominently displayed is the banner blow-up of the flow chart listing the plan's 12 features.



Standard request forms make campaign material easy to order.

Striking while the iron is hot, White representatives are scheduled to make personal calls on White owners shortly after each owner-dinner is held. During these calls, salesmen explain the Personalized Service plan in detail, and help the owners to arrange to adopt that part of the service suited to his specific needs. Though the primary purpose of the plan is to help White owners—and not to sell trucks, or even to sell service—a program of maintenance is recommended. The White branch office or distributor furnishes the counsel, information, and materials to any White owner, even though he may have his service work done elsewhere. If he wants his service work done by White, under the procedure recommended, arrangements for this are made under a standardized Preventive Maintenance contract system, announced in company general letters, furnished by the home office for this purpose.

A Packaged Plan

A noteworthy feature of the plan is the high degree of its coordination. It is, in truth, a packaged plan, with safeguards all along the line to insure its smooth running. It is particularly well fortified with visual aids. For the dinner meetings, for example, there are the films mentioned earlier in this article, and the large banner—a blow-up of the flow chart listing the twelve features of Personalized Service.

Another help is a series of 48 easel charts (A set was furnished to each of 53 managers.) to be used in organiza-

tion training before the big owner-dinner meetings. These served as guides for speakers at regional and branch office meetings.

Then there is the Meeting Guide Book, also for assistance to branch managers in conducting organization training meetings.

Another useful aid for the entire field organization is the illustrated "Personalized Service Sales Manual," which describes the plan in detail, under these topic headings: "Bird's Eye View of the . . . Plan;" "Close-up of the Plan;" "Introducing Plan to All White Truck owners;" "Selling Owners on Taking Advantage of Plan;" and "Getting Action of All White Truck Owners."

When a salesman calls upon a White owner who has recently attended the introductory dinner meeting, he is fortified with a number of helpful selling tools. Foremost among these is the handsome book, in red-and-black board covers (blue, black and white inside), "White Personalized Service," which tells about the plan. Its striking illustrations and its text first state the case for the necessity for proper truck maintenance, and then show specifically what the owner can do toward that end, and how White can help him.

The various forms tying in with the plan, which are available to White owners, are described and reproduced in the book. Among these are the Maintenance Record Cards, and the Lubrication Charts which are furnished in pads and which make it easy for inexperienced workers to keep

trucks properly lubricated. The flexibility of the system is indicated in the various types of forms available, providing for inspections and adjustments in schedules *personalized* for individual trucks, according to use made of them and their mileage. The "personalized" theme is carried still farther in this manual, by the pre-production of the cover of the "Personalized Maintenance Manual" prepared *individually* for each owner and truck. Also reproduced is the cover of the "Parts Book," containing photographs of the 8,000 parts in a truck, personalized for each owner and truck.

Salesmen Carry "Full Pack"

In addition to the visual presentation manual described above, the salesman calling upon a White owner would have with him a set of samples of the maintenance manual, parts book, preventive maintenance forms, and other owner helps and literature.

For closing the sale, he would have forms entitled, "Request for Personalized Service," with illustrations, descriptions of the features of the service, and squares for checking the service features desired by the owner.

A particularly valuable part of the salesman's equipment ("the kingpin of the customer contact plan," according to the organization training manual) is the "Truck Operator Survey" card. On this the salesman sets down information obtained from the owner, as a means of determining what service the customer is likely to require. But because of the nature of the information (name of firm, address, total number of trucks operated, brands, weight class, year of models, etc.), a completed set of cards provides a complete census of the Whites in the salesman's territory.

Tying in with the program, an advertisement was published in *The Saturday Evening Post*, *Time*, *Fortune* and a few business publications. Its illustration shows a polar bear snarling and set to defend her cub against an interloper, and the headline is "White Takes Care of Its Own." Copy explains that White's service facilities continue to be pledged to help owners of all makes of trucks . . . in these critical times, but that White's Personalized Service is the fulfillment of the company's pledge to "take care of its own"—to protect its owners in a "more comprehensive manner than ever has been attempted."

Though the Personalized Service plan was launched only a few months ago, thousands of letters and oral testimonials indicate its efficacy. It offers long-range contributions in building better customer relations.



He has sold books, cash registers, telephone service, farm lighting, electric refrigerators, and millions of motor cars. He is Dick Grant, retiring vice-president of General Motors, who probably has incited many a quarrel by insisting that salesmen are born, not made.



Grant Retires from General Motors; States 6 Principles of Sales Success

Let any young man who questions whether there are big opportunities in selling, examine the spectacular career of "Dick" Grant, the lad who started the hard way—behind a counter—and ended up in GM behind a door marked "Vice-President in Charge of Sales."

BY D. G. BAIRD

ONE of America's best-known sales executives — "Dick" Grant of General Motors—retired on January 15. He continues as a member of the corporation's board of directors.

Mr. Grant will go back to his 300-acre farm near Dayton "to give the farm all the attention it requires, to write a book on salesmanship, and to learn to play a good game of bridge."

The story of Richard Hallam Grant

is the tale of a born salesman who started at the bottom in retail selling and eventually rose to become vice-president in charge of sales of one of the world's largest and most successful corporations.

SALES MANAGEMENT asked him the other day to talk about his career in selling . . . to tell of the turning point in his business life, to summarize his philosophy about how to succeed in a selling career.

Like many an actor's understudy who wins the big chance to demonstrate his ability when he is suddenly called upon to pinch-hit for the star, Dick Grant's big opportunity came when he volunteered to fill another man's shoes.

The National Cash Register Co. was just introducing its line to department stores and was meeting with as much sales resistance as might have been expected in breaking what was then an ultra-conservative market. It was doing many things to overcome this sales resistance, among them being that of inviting groups of representative department store executives to Dayton for a presentation of the new device.

Then one day, when a group of Chicago credit men had been invited down for such a presentation, it was

found at the last moment that the man who was to have made the presentation was unavoidably absent.

A young clerk who had been taking care of records volunteered to make the presentation, and he made it. He made it so well, in fact, that his superiors promptly made him a sales executive, and he has been a sales executive ever since.

That is the story Mr. Grant related when asked if there had been any definite turning point in his career; a career which has been equalled by few and probably excelled by none in the sales field.

A Telescopic Biography

Mr. Grant had held a couple of sales jobs, of a kind, before that, though. Born in Ipswich, Mass., November 26, 1878, a son of fairly well-to-do parents, he received a collegiate degree at Harvard University in 1901 and immediately turned to the selling field. His first job was in the book department of the Jordan-Marsh department store in Boston, but he soon looked further afield and enrolled in the student course of the New England Telephone Co. For three years he was employed by that utility as a salesman.

A friend who was working for the National Cash Register Co. then persuaded him to join that organization, which he did as an office employee at a salary of \$28 a week. It was while he was employed in this position that young Grant got his opportunity to make the sales presentation mentioned above.

"I was just an alert young man who wanted to know what was going on," he said. "While I was an office employee, I had not been content with merely performing my office duties. I was curious, and I soon learned the product and the sales presentation, merely because I wanted to know them. Then when someone was needed to make an important presentation, I volunteered to make it. From then on I was a sales executive.

"I soon realized, however, that without field experience I would be a rather peculiar sales executive, so I asked to be assigned to a sales position in the field."

Sent to St. Louis, Mr. Grant spent about 18 months as manager of the NCR branch there, then was transferred to Atlanta for a year, then to Philadelphia for about nine months before Thomas J. Watson, who was then sales manager for NCR (now president of International Business Machines Corp.), called him back to Dayton as assistant sales manager. As a branch manager, Mr. Grant spent

about nine-tenths of his time in handling big sales and helping his salesmen to close, he said.

As assistant sales manager, he re-promoted the department-store division and worked out the elaborate cash register system now used by the largest department stores in the country. He was also sales promotion manager, director of sales training, and closer-in-chief of his division.

In 1913 he was made general sales manager.

In 1915 a group of men, which included C. F. Kettering, now vice-president of General Motors in charge of research, persuaded Mr. Grant to join them in forming the Delco-Light Co., which he did as general manager, sales manager, and factory manager.

"At that time there were probably fifty manufacturers in the farm lighting field who were selling just a few plants—probably not more than 5,000 or 10,000 a year all together," he said. "We started right in to make a business of farm lighting. We created a national sales organization and began selling at a rate of about 25,000 plants a year. It was just a case of intensive cultivation of an almost virgin field."

Delco-Light sales had grown to about \$9,000,000 a year by 1920, when General Motors purchased the company and retained Mr. Grant as president and general manager. Then GM moved Frigidaire to Dayton and merged it with Delco-Light and Mr. Grant started the electric refrigerator on its way to its present position as a modern household necessity.

Thus to R. H. Grant belongs the credit for having established the first sales force of national importance in both the farm lighting industry and the electrical refrigeration field.

But there was an even greater task ahead of him. The Chevrolet Motor Co. had been organized in 1911 and taken over by GM in 1918, and by 1923—more than 11 years—had produced fewer cars than it produced in 1928 alone. In May, 1924, Mr. Grant was transferred to Chevrolet as vice-president and general sales manager,

and he immediately set to work to build up the sales organization which soon became outstanding in its field. By 1926 sales had reached a million cars a year, and they continued to exceed those of all other makes almost every year from then on.

In May, 1929, Mr. Grant was made a vice-president of GM "to apply his ability to all selling operations of the Corporation." He has since been made a director of GM and also has served on the Administration Committee. In January, 1942, he was assigned to head the Washington War Staff Office where for a year and a half he assumed the arduous duties of working with the Government on war contracts for the many GM plants.

Asked to outline the principles of success in sales management Mr. Grant promptly stated six of them:

1. Know the potential of sales of goods you're going to sell. That is easy in the automobile business because automobile sales are registered, but even if such information is hard to get, it is necessary.
2. Educate those who are to sell the goods so they will know how to talk about them to best advantage. This may be hard or easy, depending on the kind of goods to be sold. If it is hard, that is just one of the handicaps of your business; it must be done to insure success.
3. Advertise your goods to make them nationally known and accepted, and make it easy for customers to get at the goods locally. Use national media and back them up with a generous schedule in local ones, supplemented by direct mail and other media.
4. Train salesmen constantly on how to meet and overcome objections to your goods.
5. Establish such sales management policies as will make your selling force loyal to you and will give them a keen desire to further the sale of your goods.
6. Employ well - thought - out methods to keep your selling force under stimulus, with proper vacations and resting periods at reasonable intervals.

"Those are principles of what might be termed external selling," Mr. Grant continued. "In addition, the sales executive has an internal selling job. It is his job to sell the management on putting a high dollar value and lots of serviceability into the



How to Find the Bull's-Eye for Your Sales Training Program

If you would make your training plan effective, you must first analyze your company's immediate and long range sales and profit objectives. Only then can you decide upon the content of your training course and proper procedures for carrying it out.

BY WILLIAM RADOS

Secretary-Treasurer, National Society of Sales Training Executives

(This is the second of a group of articles by Mr. Rados designed to help sales executives lay out efficient training plans for the coming reconversion and post-war eras. His discussions all center upon the thinking that must be done before a company is ready to get down to such specific jobs as writing sales manuals, designing training aids, and embarking upon the actual classroom operation. For the best understanding of this and following material, we suggest reference to the article "Top Management's Stake in a Sound Sales Training Program," January 1, 1944, *SALES MANAGEMENT*. With this article appeared the first two of a series of check sheets which are offered as an aid to logical thinking. A third check sheet will appear with the next article in the group, scheduled for an early issue.—THE EDITORS.)

AN air corps navigator succeeds when he delivers the B-17 to a specific target. Otherwise the mission fails.

Similarly, the right kind of a sales training program must select out of a welter of possible objectives only a few specific objectives and hit them with everything it's got. Only then can it deliver measurable results.

How do you "aim" sales training?

Before work can begin on the actual program of recruiting and training, serious thought must be given to four basic factors:

1. Sales and profit objectives of the business.
2. The character of the salesman's job. (An inventory of the duties which the salesmen perform in the course of their daily work.)
3. The skills required in the salesman's performance of his job.
 - (a) The difficulties faced by the salesman in carrying out his various duties.



Analysis of your over-all sales objectives may disclose that achievement of satisfactory volume depends on wider use of product demonstrations. Thus, the technique of effective demonstrations must be stressed in your training.

- (b) Gathering of the most successful methods of accomplishing his job.

4. The character of the improvement required.

- (a) Appraisal of the selling effectiveness of the selling organization.
- (b) Setting up of a program of improvement.

In a small organization, these survey and planning steps often can be carried out in a short time. In a large operation, this preliminary work may require months. In either case, going through this process of fundamental thinking sets the stage for a recruiting and sales-training program which will pay its way many times over.

To illustrate these four factors:

Factor No. 1. A certain beverage bottler planned on building up case

volume during the fall and winter. Here is the sales and profit objective.

Factor No. 2. In pursuance of this "long-haul" objective, the driver-salesmen were given a specific daily objective—placing signs in the retail outlets. Since the putting up of a decalcomania on a confectionary shop door, or the hanging up of "Drink More Pop" signs over the fountain

would seldom result in an immediate order from the retailer, this duty would be classed as indirect selling.

Factor No. 3. Many retailers objected to signs in their windows, over their fountains, on the door glass, over the door, on the walls and outside on the store front. They already had too many, or they didn't like the color, or they didn't believe that signs made any difference in consumption of pop during cold months. These difficulties stopped some driver-salesmen. However, others were not stopped, and their technique was recorded for incorporation in future training.

Factor No. 4. From sales records the sales force was divided into three groups: top, average and below-average. A sample lot of men in the top group was accompanied by observers. Similarly sample lots of men in the other two groups were observed. The



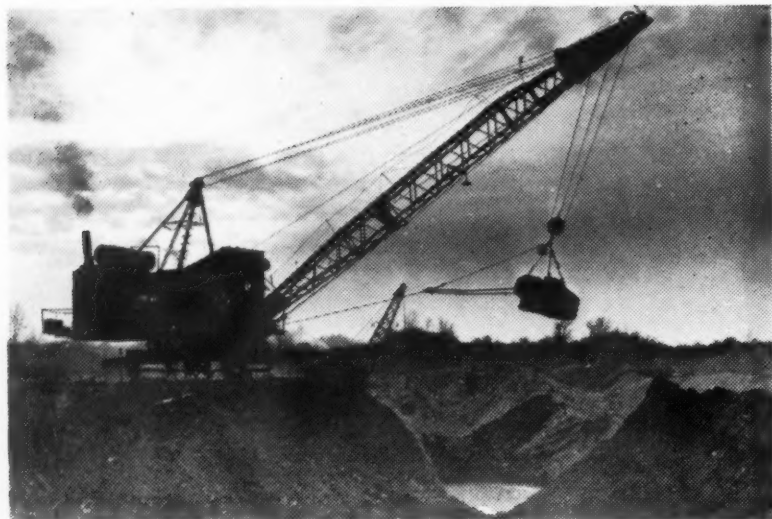
The Hurry Calls of War

War needs Long Distance more and more every day—and night! More calls are in a hurry than ever before. When you must talk over crowded circuits, the Long Distance operator will say — “Please limit your call to 5 minutes.” That’s to help everybody get better service.

BELL TELEPHONE SYSTEM



NASHVILLE



Middle Tennessee Is the Nation's Most Important Phosphate Center

Today, the second largest producer of phosphate in the nation . . . and potentially, the largest . . . the Nashville market area grasps from the earth another giant industry to further enrich its quarter of a million industrious families. The huge furnaces, now in operation, have the greatest aggregate capacity for phosphorus production in the entire world.

In this area—the big third of the state—such diversified interests as phosphate production, agriculture, cellophane and rayon, printing, shoe manufacturing, stove making and many other industries . . . insure a year 'round balance of prosperity for tomorrow as well as today.

Keep your eyes on the growing Nashville market area . . . it offers much to the advertiser who builds for the future as well as for the present.

NASHVILLE CITY ZONE POPULATION . . . 257,726

NASHVILLE MARKET POPULATION . . . 920,843

Reach This Market Through Two Great Newspapers

Nashville Banner
EVENING
The Nashville Tennessean
MORNING SUNDAY
REPRESENTED BY
THE BRANHAM COMPANY

[32]

findings were that top salesmen were successful because of what they said and did. They persuaded retailers to put up the signs—which ultimately led to increased case sales and increased commissions. It was likewise noted that average men and below-average men were weaker in their selling conversation and tactics. Need was evident, therefore, for

(a) A summary of the negative arguments advanced by retailers.

(b) A summary of the best answers as worked out in practice.

(c) A summary of proof of the relationship between number of signs and case sales. This provided incentive for the men, and put convincing facts behind the profit appeal to retailer. (Since some routes were well covered with signs while others were poorly covered, it was possible to make a sign count and check against route case sales. It was found that retailers' orders were invariably in direct proportion to the number of signs in and on an outlet.)

(d) An analysis showing which men in which branches and what percentage of the total organization needed training.

The Sales & Profit Objective

While a study for sales-training purposes would not confine itself merely to one factor, the technique outlined above is basic. Such information determines the nature and scope of the training program. If only a few scattered men need attention, the problem probably can best be corrected individually. In such a case only an occasional reminder to the entire group would be necessary.

If most of the trouble seemed to center in one branch then perhaps attention should be paid to the manager or supervisors.

If the problem seemed to center geographically, as in the Italian district, or in the mill section, then possibly this territory or manager is "different" and requires special attention.

In the case of this bottler, a major training effort was decided upon.

Since these four factors are basic, it will pay to consider them in detail, with special reference here to the first one.

A syndicate of several hundred small-town hardware, accessory, and housewares stores is faced with the fact that at any time any one of its units may fail to produce maximum volume and profit. Out of an organization of hundreds of store managers, some of course stand out. But a large number need constant prodding and education, while the remainder are on their way out. The central office

SALES MANAGEMENT

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IDEAS *to make a network*

...there's an eager audience to tug at **Lifelines**

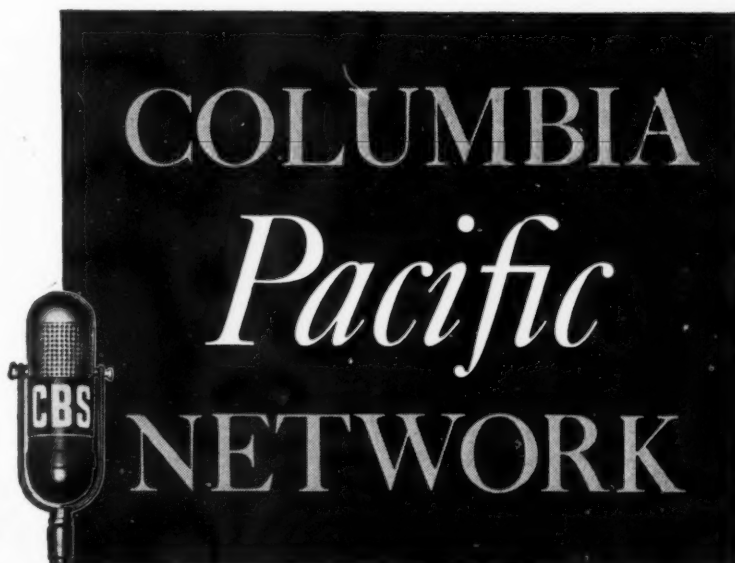
Radio has told plenty about combat action, little about the giant supply network that feeds the lifeblood needed for victory. There is great drama—the kind that radio does to perfection—in this hard, rugged business of “gittin’ there fustest with the mostest.” Much more waits to be told. Our idea: *tell it.*

The public wants to hear it. Box-office movie hits and important magazine articles have proven the popularity of this theme. It belongs on the radio.

We call our program *Lifelines*. It has ships and parachutes and trucks and planes in it. And brave men. The lifelines of war tie the program to the home of every American. Overseas those lines reach the sons of five million families. And of vital interest to these parents, brothers, sisters, wives are the routes travelled by the war materials they manufacture for their fighting men.

In practiced CPN hands, the *Lifelines* idea is *imperative* listening to many, *interesting* listening to all.

It may be *the* show for your product. Ask us, or Radio Sales, for an audition transcription.



A DIVISION OF THE COLUMBIA BROADCASTING SYSTEM
PALACE HOTEL, SAN FRANCISCO 5 • COLUMBIA SQUARE, LOS ANGELES 28
Represented by Radio Sales, the SPOT Broadcasting Division of CBS

deeply appreciates the need of some activity which will hold aloft the torch of better management at all times—something to point the way to store managers 365 days a year.

That "something" was found in a comprehensive training course comprising operations manual, series of product and procedure manuals, annual educational conventions.

Although the *ultimate* objective of business is to make a profit, *immediate* objectives come first. A certain manufacturer's ultimate objective was resumption of dividend payments to

stockholders, but the immediate objective as set before the sales, advertising and sales promotion departments for the year were as follows:

1. More efficient training of salesmen to sell all five products.
2. Getting more and better dealers.
3. Attracting better salesmen by offering them a decided incentive to tie up with dealers.
4. Establishing a more loyal sales organization by offering wholesale men, dealers and salesmen something which would mean improvement to them personally and financially.

5. Providing a source of business and newspaper publicity for manufacturer and dealers.

6. Setting up a direct factory-salesman contact to insure better execution of activities such as campaigns and the trade-in program.

7. Providing a constant flow of promotional and training material which would tend to get more attention from salesmen in outlets where more than one line is handled, such as department stores and public utilities.

8. Increasing sales of major line and accessory line products.

When this eight-point objective was set up by the management of the corporation, it then became the duty of the training, advertising, promotion, sales, service departments to program their activities so as to aid in achieving these eight points.

Another manufacturer's immediate objectives for one year were these:

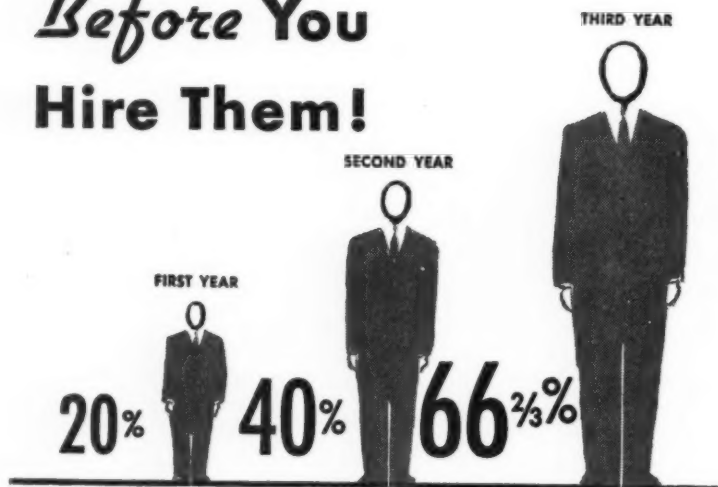
1. To increase the rate of consumption of the product by individual buyers.
2. To reduce cost of sales.
3. To induce dealers to adopt modern merchandising methods.
4. To build up sales of each dealer to the point where the product represented an important percentage of his total volume.

These case histories demonstrate what we mean by approaching the training problem from the standpoint of sales and profit objectives.

With such a list of management objectives before him, the training executive can drive straight ahead in his thinking. He will know what subjects to include, what emphasis to put on each, in what order to present them. He will be guided in his observations of field selling and the significance of his investigations will be sharper. His understanding of immediate, as well as ultimate, objectives shapes the basis of his training program, determines whether sales training is justified, and if so, how large an appropriation to set up and how it is to be spent.



How to "Spot" Top-Flight Salesmen Before You Hire Them!



The General Sales Manager of a manufacturing company which has the largest volume of sales in its field writes:

"Aptitude Testing increased the batting average of successes among new salesmen from 20% in 1940 to 66 $\frac{2}{3}$ % in 1942."

For details on Aptitude Testing, write to the organization which this manufacturer employs for that work:

THE KLEIN INSTITUTE

Aptitude Testing • Personnel Counsel

148 EAST 48TH STREET, NEW YORK 17, N.Y. • TEL. PLAZA 5-5168

... an excerpt from a series of articles, entitled
"Free Enterprise vs. Security", by John H. Sorrells,
 Executive Editor, that appeared in
Scripps-Howard Newspapers

THE WAR has taught us many things. It has recreated our faith in the individual; it has revitalized our fidelity to democracy.

We stared with awe and apprehension at the power of the Nazi military machine—but saw that machine wrecked by the Russian peasant who was fighting not for the state, but for the homeland, not with his faith in the state, but with the countryman's simple faith in himself.

We have seen that the "invincible" Nazi state is not invincible at all, but is a showy facade for an economic system which, when the chips were down, couldn't compete with the inventiveness and productive capacity of a system of free enterprise.

We have comprehended that security does not lie in isolation, but in a willingness to assert the power of democracy for the restoration of order and peace in a world made mad by the drug of absolutism.

We have seen the American soldier, man against man, destroy the super-Nazi and

the super-Jap; we have seen a man in a rubber boat, through faith in himself, triumph over the organized power of ocean and sea. And so, we have taken heart.

We must give our kids most of the credit for this recapture of our faith and courage—those jitterbugging, rug-cutting, "decadent" kids, who stood up to a powerful and ruthless enemy, and licked him at his own game. Some of them had to die in order to teach their fathers courage and faith, and many more will die before it is over. The torch was handed back to us, not forward to them.

But the torch is lit. They kept it lit—those who had fewer tangible assets in democracy than their elders—who are fighting to preserve something which we, in our bewilderment and fear, had almost surrendered.

We must take up the burden of personal responsibility, and once again stand erect; we must plant our feet in the hard road of freedom and ignore the mirage of "security" which lies both to the Right and to the Left.

SCRIPPS-HOWARD NEWSPAPERS

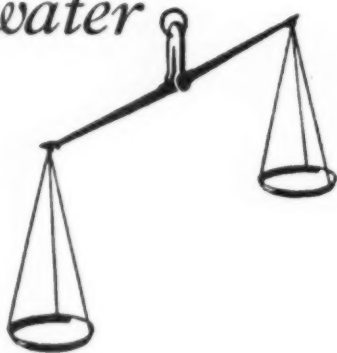
NEW YORK . . . World-Telegram
 CLEVELAND . . . Press
 PITTSBURGH . . . Press
 SAN FRANCISCO . . . News
 INDIANAPOLIS . . . Times
 COLUMBUS . . . Citizen
 CINCINNATI . . . Post
 KENTUCKY . . . Post
 Covington edition, Cincinnati Post
 KNOXVILLE . . . News-Sentinel



DENVER . . . Rocky Mt. News
 BIRMINGHAM . . . Post
 MEMPHIS . . . Commercial Appeal
 MEMPHIS . . . Press-Scimitar
 WASHINGTON . . . News
 EVANSVILLE . . . Press
 HOUSTON . . . Press
 FORT WORTH . . . Press
 ALBUQUERQUE . . . Tribune
 EL PASO . . . Herald-Post
 CHICAGO SAN FRANCISCO DETROIT MEMPHIS PHILADELPHIA

NATIONAL ADVERTISING DEPARTMENT • 230 PARK AVENUE • NEW YORK

*come
hell or
high
water*



**we intend
keeping
quality
at the
same
pitch
that has
made this
the leading
newspaper
of its
field for
more than
50 years**

*San
Francisco
Examiner*

Three National Groups Sponsor Series of Sales Training Meetings

Committee for Economic Development joins National Federation of Sales Executives and National Society of Sales Training Executives in program to help management improve its procedures in the selection and training of salesmen for the post-war era.

WITH the object of assuring high post-war employment and of placing much-needed emphasis on the need for business to do a better job of selecting and training sales personnel, a nation-wide series of meetings is being sponsored by the Committee for Economic Development in collaboration with the National Society of Sales Training Executives and National Federation of Sales Executives.

Will Distribute 5 Manuals

Basis of the clinics will be five training manuals in which 50 leading companies, represented in the N. S. S. T. E., pool their experience on successful selection and training procedures. Manuals I and II, bearing the titles "Attitude and Preparation" and "Planning the Program" are ready now. The following three will carry the titles: "Getting Action," "Checking Results," "Trends of Post-War Supervision."

The manuals will not be distributed generally, but will be made available one at a time in a series of meetings to be set up by the National Federation of Sales Executives through its 56 affiliated clubs and its regional organizations.

Each club will be furnished by the N. F. S. E. headquarters with practical suggestions and step-by-step procedures for use of the program chairmen. Each club will be furnished by CED, at no cost, with (1) Sets of the five training manuals; (2) Charts for use of group leaders in presenting and discussing the principles set forth in the manuals; (3) Five meeting guides, one for each of the five manuals.

The administration of the project is the responsibility of a special National Federation of Sales Executives Post-War Action Committee appointed by order of the Executive Committee in Chicago last November. The personnel of this committee consists of five past presidents of the Federation, a member from each of the twelve Federal Reserve Districts and Canada, and three members at large who will function as a liaison sub-committee.

The project is not a project for

salesmen, but a program for sales executives who are managers of salesmen. The program will attempt:

1. To awaken business to the opportunity it has to build men and profits by careful selection and effective training of salesmen.

2. To bring executives together to discuss these problems and the application of tested principles to their personnel programs.

3. To follow through to make sure that employers of salesmen are using the principles set forth in the manuals to increase sales efficiency and to reduce the cost of selling the goods they produce.

In order to get the manuals and other meeting materials, each local sales managers' club must agree to get behind the project and carry it through in the area of its operations. Each participating group will conduct a meeting in its home city, and invite sales executives from the immediate area. In case an affiliated club does not wish to join in the plan, or does not agree to carry it through, the local CED committee will set up its own committee of sales executives to do the job.

Do You Want to Participate?

Most of the clubs are going ahead with the program. Among the sales managers' clubs that have already signified their willingness to participate are Los Angeles, Cleveland, Springfield, Mass., Dayton, Rochester, Atlanta, Richmond, and Chicago, and St. Louis, whose first meeting under the project is scheduled for Feb. 4.

What to do if you are interested:

If you are located in a city where there is a sales managers' club, get in touch with your own club.

If you are located outside such a city, get in touch either with the nearest sales managers' club, or J. C. Aspley, vice-chairman of the Post-war Action Committee, 4660 Ravenswood Ave., Chicago.

If you are an officer of a sales managers' club and do not yet have full details about the program, get in touch with J. C. Aspley.

SALES MANAGEMENT

THERE'S A NEW
Million Dollar
"WAR PLANT"
IN Pantagraph LAND!

WITHOUT steel or stone—without brick or mortar—a new million dollar war "plant" will start producing in McLean County, Illinois (heart of Pantagraph LAND) this spring. This war "plant" is the extra million dollar acreage necessary to meet higher 1944 crop goals. Similar acreage increases will be made in the parts of eight adjacent counties also included in Pantagraph LAND. An already wealthy farm market (32 million dollars worth of farm products annually, in McLean County, alone) will have even more millions to spend this year . . . to save for spending in the postwar era. There are more than nine thousand farms in this rich, responsive market. And the Daily Pantagraph is FIRST (in fact, alone) in its coverage of Pantagraph LAND—84% coverage of McLean County, 71% coverage of the Primary Trading Zone.

A RICH, RESPONSIVE MARKET

Always!



HOME OF THE

DAILY PANTAGRAPH

BLOOMINGTON, ILLINOIS
ESTABLISHED 1846



"KRNT convinced our bank that radio spots pay"

reports L. Nevin Lee

"We are doubling the radio-allocation in our advertising budget for 1944," reports L. Nevin Lee, who directs advertising for the Bankers Trust Company of Des Moines. The report also states.

"Your records will show that our bank has been on the air every day with at least one spot on KRNT for the past four years.

"We realize that advertising effectiveness isn't entirely measurable with a slide rule—but we have seen traceable response from featuring certain of our departments on KRNT.

"That is one of the major reasons for increasing our KRNT expenditure this year—and adding KSO."

KSO

KRNT

The Cowles Stations in
DES MOINES

BASIC BLUE
AND MUTUAL
5000 WATTS

BASIC
COLUMBIA
5000 WATTS

Affiliated with Des Moines Register & Tribune
Represented by The Katz Agency



Dale Carnegie used to say that you always remember something you *meant* to say, after you sit down, or on the way home. I was reminded of this by an item I failed to slip into the January 1, or New Year's, issue: "Tin horns: Something for the bois (terous)."

Pfc. Beau Beals, long-time contributor to the column, came by for lunch recently, after first stopping at the blood-bank to give his fifth pint. He said the only WACs you see at Ft. Bragg are bivouacs. Warming up to his columning proclivity, he said further that, on furlough, it's *cherchez la femme*; and that, on maneuvers, it's *cherchez latrine*.

Tessie O'Paque wonders if Andre Kostelanetz ever hides behinds his wife's *scherzo*.

Nrr—"Do you carry a cigarette-lighter?"
Wrr—"No; I've only an A-card."

Mixed-Metaphors Dep't: "If they believe the tide has swung against the President, they will find themselves faced with a veritable tidal wave when the fruits of their own folly come home to roost on the dinner-tables of the American people." — Culled by Norman Gray from an editorial in the *Philadelphia Record*.

West Virginia's "Dick" Dickson hopes he will be the first to say: "Let's raise our score in 'Forty-four'!"

I'm still waiting to hear from Phil ("Take It or Leave It") Baker, who sent a man down a few months ago for saying that a Diamond Anniversary is the 75th. Phil contended that it's the 60th. There is support for *both*, and I postcarded Baker to give the contestant another chance. The *World Almanac* says it's the 60th (only). The *Bulletin Almanac* says it's the 75th (only). The *Standard Dictionary* says the Diamond Anniversary is "the 60th (or sometimes, the 75th) anniversary of some event."

Marguerite Lyon, author of "And So to Bedlam," has achieved the ambition of many a copywriter. After ten years of agency work in Chicago, she has returned to a farm in the

Ozarks operated by herself and husband, and will do a weekly column there for the Chicago Tribune Syndicate, based on "life in the Ozarks."

At Philadelphia's Museum of Art, *Life* hung as fine a collection of war-paint as any artist could wish. I had the feeling that I had seen it all before . . . a tribute to *Life's* letterpress, inasmuch as many of the paintings had already been reproduced in that publication.

Who ever thought sales would be held up by a scarcity of paperboard in which to wrap and ship things?

I like the War-Bond slogan: "The present with a future." Modesty forbids mentioning a line I gave Eveready Flashlights ten years ago: "The present with a past and a future."

"Is there life on Mars?", asks Jones & Lamson. Ask Orson Welles.

I've often wondered if "neon" is a phonetic spelling of "Nuyens." Any French scholar know?

By now, you must have heard about the plaque seen in Sicily, reading: "Gen. Patton Slapped Here."

Our local movie-house digs them out of mothballs, and doubtless saves a pretty penny. I smiled at the way this oldie was billed on the marquee: "Adam Had 4 Sons with Ingrid Bergman."

Aside to Paul Weiner, s.m. for Chicago Curled Hair Co.: What did I ever do to rate that handsome briefcase you sent me, along with the novel "vanity" for the girl-friend? Thanks a lot!

I don't always know what I'm talking about, but I'll be the first to admit it. This informative letter from Gerry Walker, adv. mgr. of Caterpillar Tractor, is straight from the horse's mouth. He writes:

Dear Harry:
As a regular reader of the Scratch-Pad, I find it always entertaining and frequently enlightening. I must, however, take issue with your objection (SM, Dec. 1) to the word "Half-Track" which you feel should

SALES MANAGEMENT

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NT

Post writer, Allen Raymond, gives Post millions the battle-front story of the miracles of modern medicine and surgery.

THE SATURDAY EVENING POST

Houston Post's CIRCULATION GROWS 7 1/2% LAST 6 MONTHS

... without Promotion, in Fact, despite
Efforts to Discourage Growth



HOW the people of Houston reward progressive newspaper publishing is shown by the increasingly rapid growth in circulation of the Morning Post. During the past 6 months alone, daily circulation has grown 7 1/2% and Sunday circulation 7-2/10%—this without special promotion of any kind since no publisher deliberately multiplies his trouble with paper supply today.

This response by the reading public parallels the growth in prestige among local advertisers who, years ago, discovered the whole-family readership of The Post and began capitalizing on it with their advertising dollars.

The only complete market page in Houston is published daily by The Post. It alone carries both Associated and United Press dispatches regularly and now the New York Times and Chicago Tribune News Services are added. 25 of the country's most popular syndicated strips are only part of the comics appearing regularly in The Post. The many interests of the housewife and the sports fan are covered by strong writers who have built up large and enthusiastic followings.

Houston retailers who need to reach the family as a group spend more money in The Post. These include most of the larger super-mart grocery chains, professional services, radio, real estate, amusements, furniture, musical instruments, and liquor dealers.

More and more national advertisers are learning that Houston is different—that the morning paper stays at home, family-read—and are reaching Houston Families with The Post.

REPRESENTED BY BURKE, KUIPERS & MAHONEY, INC.

THE HOUSTON POST

FIRST IN THE TEXAS MORNING FIELD
IN CITY AND SUBURBAN CIRCULATION

94.6%
DOOR DELIVERED
OR MAILED

Now Added ...
NEW YORK TIMES
and CHICAGO TRIBUNE
News Services

... bringing to Houston Post
Readers and advertisers the
benefits of World-wide news
coverage by over 100 top-flight
"news hawks" in addition to
complete AP and UP Services.

A STATE-SIZE
MARKET — over
\$260,000,000 in
Consumer Goods

Sell the Houston Market and you
have the equal of any one of 16
entire states—a million consumers
buying over a quarter billion dollars
worth of consumer goods, plus most
rapidly growing demand for capital
goods in the South.

Get started now in this market of
the future.

be "Half-Trac," as derived from "half tractor."

As a matter of fact, the half-track machines are about 90% motor truck. In the early days of the track-type tractor, the machines had a track that extended only about half or two-thirds the length of the machine, and the weight of the front end was borne by a front wheel.

Later, the front wheel was abandoned and we adopted what we called in the transition period the "all-track" type of machine.

Then, in World War I, when tracks were applied to motor trucks, the front wheels were retained and tracks displaced the rear wheels.

Thus, there were the several types of trucks, including the conventional type as commercially used, the four-wheel-drive type, and the half-track type. I doubt if you can find any good authority to support your contention that "half-track" is an abbreviation of "half tractor."

Kindest regards, and a Merry Christmas to you.

Cordially yours,

CATERPILLAR TRACTOR CO.
(signed) G. M. Walker,
Advertising Manager.

* * *

Joe Miller Dep't: Coca-Cola hits the spot and Philco's new radio program spots the hit.

* * *

I like Time's thumbnail description of Greer Garson: "A goddess sculptured in butterscotch."

* * *

Kalamazoo's Upjohn Company lost an opportunity, it seems to me, when it formulated its firm-name. A wise-cracking nation would have loved: "Upjohn & Adam."

* * *

I'm extremely weary of war-copy of the Oh-what-a-good-boy-am-I genus, aren't you? In the advertising columns, the war is usually in the bag. On the battle-fronts, however, we take the enemy village by village and mile by mile, the hard way, the long way.

* * *

Punning is allegedly the lowest form of wit, but I have to quote Time again: "Hollywood's *contour de force*, K. T. Stevens."

* * *

"Proposing is like making an apple pie," says the East Falls Bulletin. "All you need is a little crust and some applesauce."

* * *

Louise Surgison offers a label for a man with D. T.'s: "Saloonatic."

* * *

And Orville Reed wants to know if Old Taylor's "Signed, Sealed, and Delicious" is mine. No, my friend. I can wish that it were, for, right or wrong, I believe it's the kind of headline that people remember.

T. HARRY THOMPSON

SALES MANAGEMENT



Where do people get most of their information?

It's not only the news of battlefronts and political struggles, of foreign events and national affairs that people want every day. It's the news of happenings close at home, too. It's the news of what's going on in the town they live in, among the people they know.

It's the news of the local boys in service, Mrs. Foster's second marriage, the Jones's first baby, the fight at the common council meeting, the high school team's victory, the accident on Central Avenue, the robbery on Main Street, the new minister at the Methodist church, the new shipment of potatoes at the grocery store, the new hats at the Bon Ton.

And it's the news about the new dimout regulations, the new city tax rate, the new price ceilings, the new salvage campaign, the new city ordinance on bicycling after dark. It's how many points the butcher must have today for pork chops, where and when to get the new ration books, and how to file the new income tax report.

★ ★ ★

Where do people get most of their information and most of their wartime guidance? And isn't that naturally the best place to inform people of your products and services, your wartime activities and your postwar plans?



This advertisement, prepared by the Bureau of Advertising, A. N. P. A., is published by The New York Times in the interest of all newspapers

No Squawks from Dealers Under This Equitable Rationing Plan

Eloesser-Heynemann Co., Pacific Coast makers of work clothing, found one of their toughest wartime problems—that of equitable goods allocation—solved painlessly, all because they had in operation an efficient and well organized sales control system.

Based on an interview by Elsa Gidlow with

PAUL HEYNEMANN

*Eloesser-Heynemann Co.
San Francisco*

SOME YEARS before the war, Eloesser-Heynemann Co., Pacific coast producers of "Can't Bust 'Em" work clothes, decided to "control distribution instead of allowing distribution to control us," to set up a policy of selective selling, and to keep comprehensive and accurate records. Because of this pre-war decision this firm is now able to steer its business through the chaotic tides of war years. And above all, it is able to establish a system of allocation of goods which is proving to be a distinct contribution to the war effort.

The Story of a Sound Plan

In short, sound planning has prepared Eloesser-Heynemann not only to produce for the armed forces, but to maintain a consistent supply of work clothes for the West's tremendously expanded industrial centers and for essential agricultural workers. It is able to deliver goods where the need is most urgent, to meet a fair proportion of retailers' requirements, and to make deliveries *as promised*—on a schedule almost as dependable as a railroad time-table. Impossible? Well, here's the story and we'll let Paul Heynemann, grandson of pioneer Herman Heynemann, tell it:

"When shortages of goods forced upon manufacturers the necessity for allocation, a variety of methods was used and is still being used. The most common methods are: to allocate on the basis of propinquity, or to give the goods to the man who cries the most; to allocate available merchandise on the basis of total past purchases, either in dollars or in units, over the preceding five or ten years.

"There are manufacturers who have tried to allocate goods according to war needs; consequently, they have dumped almost all of their goods into industrial areas of big expansion,

such as Vallejo and San Diego. Others allocate on a basis of reduced territories, concentrating in a smaller geographical area. Some will accept all orders and then arbitrarily cut them down in accordance with what they have available, giving customers 10, 25, or even 50% less merchandise than was originally ordered. Before long the exponent of this method finds that customers cannily order 50 to get 25, and then perhaps 100 to get the 25 needed.

"We do not recommend any of these methods of allocation. We have precise figures covering the purchases of each customer for each lot number over a period of years, sub-totaled by territory. I may say at the start that our method would not work for a firm that has not kept accurate figures. The one big lesson we have learned during the past few years is the value of accurate records. They have proved to be a godsend.

"Every two weeks we establish our production for the coming thirty days. The production figure is based on realistic appreciation of conditions: labor shortages, priority orders, government

contracts, all war factors—including transportation. Then each available item is apportioned among our various territories in exact proportion to each territory's average consumption of that item for 1940-41-42. The fact that this three-year period includes 1942, places a certain weight on war business. If we used only 1942 as a base period, the farm districts would suffer discrimination and receive too little.

"Here is an example of how the method works: Take carpenters' overalls. If the San Joaquin territory used an average of 10% of our production in the three-year period, it would be allocated 10% of the quantity available today. If that territory used only 5% of our water repellents or our waist overalls, it would be allotted only 5% today.

Distribution Allotment

"The salesman in each territory is given his figures for the coming weeks and he in turn allocates the available stock among the preferred or 'must' retailers (our authorized dealers) in accordance with his judgment. This list is made up after a careful analysis of past experience, following consultation with the salesman. The salesman's decisions are based on each dealer's condition, local work clothing needs, past purchases from us, dealer cooperation in handling our lines as a whole, and similar factors. The salesmen submit to us their proposed local allotment of the goods and we subject the allotments to careful analysis. It is a great tribute to our salesmen that in all but a few instances their judgments have been sound. We are constantly studying our individual account records to insure a double check on the fairness of our bi-weekly distribution.

"If territory quotas are sent out on, let us say, February 5, each salesman

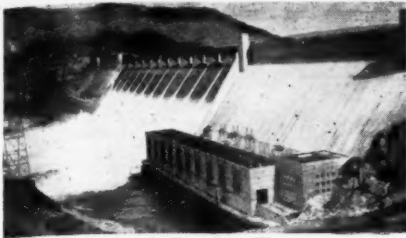
They Built on Solid Foundation

"If you wouldn't be your own customer, its time to quit" and "Don't buck the tide."—these two precepts have guided the Eloesser-Heynemann Co., San Francisco, for 92 years.

Founded in 1852, the firm originally operated as jobbers of miners' supplies under the name of Heynemann, Pick & Co. In 1856, because shipping was uncertain, Leonard Heynemann came from England to set up the Pioneer Woolen Mills for the manufacture of woolens. Eventually the present company emerged, specializing in work clothing.

To Herbert Eloesser, president and general manager, because of his early training as an engineer, is given much of the credit for the firm's reputation of being one of the best engineered producers of work clothing in the country.

Paul Heynemann, vice-president and general sales manager, is a leader in the West's sales management field. He is regional director of the National Federation of Sales Executives and past president of San Francisco Sales Managers Association.



Grand Coulee Dam

Now produces more power for the nation than Niagara Falls—cheap power has made Spokane light metals capital of the West.



In a North Idaho Mine

One-third of nation's lead, one-fourth of its silver, much of its zinc come from northern Idaho.



World's Largest

Plant of Clearwater Lumber company, Lewiston, Idaho, largest white pine sawmill in the world.



Farragut Trainees

Some of the bluejackets at the nation's second-largest naval training station on Lake Pend Oreille in northern Idaho.



Bumper Wheat Yields

Northern Idaho, eastern Washington and northeastern Oregon produced one-twelfth of the nation's wheat in 1943.



At Alcoa Plant

One of three new light metals plants in Spokane county. The three plants were constructed at a cost of \$148,000,000.

SPOKANE MARKET PARTS OF 4 STATES



Photo. Courtesy the Montana Farmer.

Montana Livestock

Livestock on western Montana ranges is worth millions, helps supply Armour's great Spokane meat-packing plant.



Record Timber Stand

Largest body of white pine timber in the world is found in northern Idaho.

Spokane Daily Chronicle

EVENING

CIRCULATION OVER 117,000

Washington

Color Representatives: SUNDAY SPOKESMAN-REVIEW—Comic Sections: Metropolitan Group

must complete his analysis by February 15. Up to this date, we accept the tenders from each territory for thirty-day delivery from the 5th. Before acknowledging these tenders, we give them a last-minute scrutiny to make sure that they do not contain irregularities and that there are not any new factors which might affect delivery. *Only then* is final acknowledgement given—and that amounts to a promise to deliver.

"Through this method we never have orders in our files for more than two to three weeks ahead. Being constantly liquid, we never make a delivery promise which we do not live up to 100%. Goods are shipped out on or before the date promised almost as punctiliously as trains move according to time-tables. We are able to live up to this standard only because we take such strict precautions before making a promise.

"This allocation plan was instituted in March of last year. Prior to its establishment we had a plan whereby we received any orders tendered by our dealers and then cut down according to available merchandise. Our present plan is outstandingly satisfactory because we never break a promise and never leave a dealer with the feeling that maybe he will receive a

shipment and maybe he will not. This means that we never deprive our dealers (due to uncertainties) of the opportunity to make up stocks elsewhere. Thus correct records are dramatically justified under the greatest test business has had to face."

In 1938 Eloesser-Heynemann practiced some drastic surgery and emerged with a sounder business than it ever had had. It was in that year that selective selling was instituted, following a thorough survey.

The firm had been jobbers as well as manufacturers, and because of this they were considerably spread out as late as 1930. Because of the West's sparse population, it formerly was considered essential for a western manufacturer to produce as wide a variety of goods as a jobber distributes, in order to exist. Contrary to this conception, Eloesser-Heynemann for the past ten to fifteen years has been eliminating and concentrating in order to manufacture on a mass production scale.

The work clothing business is intensely competitive and operates on a close margin of profit. It is further complicated by the fact that retailers sell most overalls at close to their own cost. In the past many retailers were not willing to enter this highly com-

petitive field; consequently, they were inclined to let this business die, giving preference to lines they believed to be more profitable. Meanwhile, the mass selling stores, such as J. C. Penney Co., Sears, Roebuck and Co., and Montgomery Ward & Co., saw an opportunity. They proceeded on the assumption that if they could use overalls to get the quality-minded payroll spender and his family into their stores, they would take their chances on getting their patronage on more profitable lines. Overalls and work clothes were their key to the payroll dollar.

Analyze Cost Elements

Taking note of this background, it is easy to understand why in 1938 Eloesser-Heynemann, realizing that distribution was beginning to control them, resolved to control distribution. A survey in which Eloesser-Heynemann salesmen played a major part, revealed that dealers' volumes on work clothing throughout the western states were shrinking. The reason was not difficult to determine. Because of the bitter competition, the prices of all the leading quality brands of work clothing were getting dealers out of line. Volume therefore was reduced; consequently, dealers carried less stock. As a result more services were required of the manufacturer and jobber in selling and distributing. This in turn resulted in still higher prices and—the well known vicious circle.

"It was at this point," said Mr. Heynemann, "that we asked ourselves, 'If we were a retailer, would we be our own customer?' We had to reply in the negative. So during 1938 we tabulated carefully every element of cost in the production and distribution structure which was of no intrinsic value to the consumer. Some of which might be mentioned are:

"Manufacturing costs which are higher when spread over too many items. The very high cost of small unit shipments to the dealer gives no extra value to the consumer, yet this runs through the entire overhead of both manufacturer and retailer alike.

"Waste in all allowances. For instance, advertising allowance is wasteful because a dealer spends his own advertising dollars more effectively than he does the other fellow's.

"Freight allowances also penalize nearby customers who carry the burden of servicing far-off customers.

"Excessively high cost of solicitation. Higher retail prices result in higher selling costs and in more frequent requests for such gratuitous services as swaps on overstocked items or demands that a salesman call at nine every Wednesday, etc. This in

Distinguished



FOR SERVICE TO OUR NATION AT WAR

Widely used on training, combat and production fronts — in the Army, the Navy, Merchant Marine, Red Cross, Civilian Defense—at Home, as well as by The United Nations the world over.



A Peacetime World Will Benefit From
Victor's Wartime Achievements

VICTOR 16MM SOUND MOTION
PICTURE EQUIPMENT

ANIMATOGRAPH CORPORATION
HOME OFFICE AND FACTORY: DAVENPORT, IOWA
New York — McGraw Hill Bldg., 330 W. 42nd St.
Chicago — 189 W. Randolph

The American People are in Business to stay

SOME nations have a genius for politics, some for exploration, some for colonization, some for music or art.

But the native genius of the American people is most at home and fruitful in *business* — in making and selling more and better things for more people.

This has been true from the days when tobacco was money, when frontiersmen swapped with the Indians, when clippers cruised the China seas, when freighters sweated overland to Santa Fe.

George Washington exported produce to Europe. Franklin fooled with lightning and designed a stove. Jefferson invented gadgets. Lincoln clerked in a store.

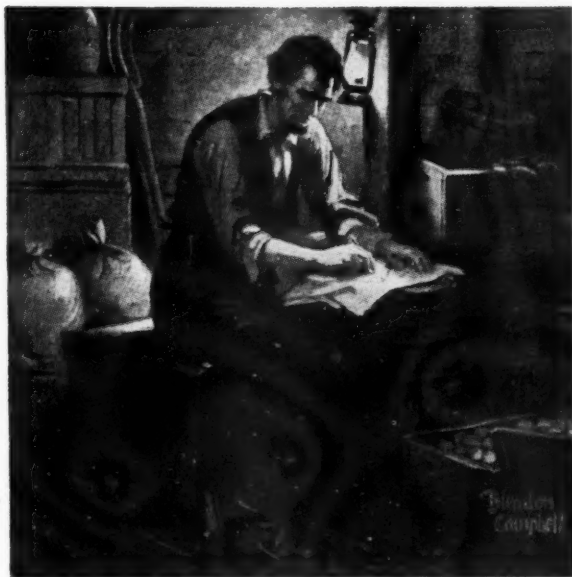
There are folks who twitch a nostril at those who are "in trade," but they are not the ones who clear settlements, put down foundations, devise transportation, provide jobs, produce an ever-rising standard of living for the people.

The folks in business do that — the folks *competent* in business — for whether their business is a one-man affair or a vast organization, if it is not competently run there will be no

funds for pay rolls, for tools and materials, for community development, for government costs.

Yes, lucky for us all that business is bred in the bone of the American people, for without the overwhelming productivity of American business and industry the United Nations would lack the means to win the war.

Lucky for us all, in days to come also, for the needs and opportunities of the postwar world here and abroad, not to mention our swollen debt and taxation burdens, will require that American business be productive as never before.



"Abraham Lincoln" by Blendon Campbell

© House of Art, N.Y.

Confident of the rich and matchless future destined for America and its people, Hearst Newspapers are proud to serve on the side of business, knowing that the American people are in business to stay.

In more than a dozen of the great key cities of our nation, the nearly 5,000,000 families that Hearst Newspapers reach appreciate this as they appreciate other Hearst services, and so hold our papers in special regard. That is why:

If it is on-the-minute, accurate news they want, they look to Hearst Newspapers first.

If it is authentic interpretation of events or trustworthy editorial counsel they want, they look to Hearst Newspapers first.

If it is features, newspictures, cartoons, columnists' comment, society, sports or business news they want, they look to Hearst Newspapers first.

There is a lesson here which no sensible advertiser with an eye on the future will ignore.

It is simply that in planning marketing programs to reach these people, he should look to Hearst Newspapers first, as do they.

HEARST NEWSPAPERS



Serving the American People—their Freedom, Security and Progress—by providing them trustworthy News, Comment, Counsel, Entertainment, and Advertising.

NEW YORK JOURNAL-AMERICAN Evening and Sunday	LOS ANGELES HERALD-EXPRESS Evening	PITTSBURGH SUN-TELEGRAPH Evening and Sunday	SEATTLE POST-INTELLIGENCER Morning and Sunday
NEW YORK MIRROR Morning and Sunday	BALTIMORE NEWS-POST Evening	SAN FRANCISCO CALL-BULLETIN Evening	OAKLAND POST-ENQUIRER Evening
CHICAGO HERALD-AMERICAN Evening and Sunday	BALTIMORE AMERICAN Sunday	SAN FRANCISCO EXAMINER Morning and Sunday	SAN ANTONIO LIGHT Evening and Sunday
DETROIT TIMES Evening and Sunday	BOSTON RECORD AND AMERICAN Morning and Evening	MILWAUKEE SENTINEL Morning and Sunday	ALBANY TIMES-UNION Morning and Sunday
LOS ANGELES EXAMINER Morning and Sunday	BOSTON ADVERTISER Sunday		

turn means higher costs which justify still higher prices if allowed to continue.

"Another waste item is extravagant guarantees. A huge burden is placed on consumer and retailer alike because one dealer calls his store 'Money-Back Harry' and 'makes good,' while the competitor across the street who does not indulge in such luxuries helps to pay for his competitor's generosity.

"All in all, thirty-two items of waste in terms of consumer values were tabulated and evaluated in dollars and cents. When we decided that we were going to operate on a basis

of minimum costs, eliminating every element of overhead for which the consumer would not pay, we made immediate price adjustments in anticipation of these savings.

"We established quantity prices based on reasonable total quantity shipments. List price was maintained as always, and prices reflected the more efficient operation. The new quantity prices were based on individual shipments of *ten or more* dozens, a quantity which could be purchased by even the small retailer. Sales efforts were confined to this more efficient buyer who could be

served by us without waste and in the best interests of the consumer.

"At the same time we carefully scrutinized our list of customers and decided to concentrate solicitation on those who might be of greatest potential value. That was another factor in cutting costs. As a result of all these radical changes, we reduced our lot numbers (lines) from more than 1,000 in 1938 to 26 lot numbers today. We were soliciting the business of more than 2,000 retailers in 1938, as compared with approximately 800 today. Customers are selected on the basis of their current volume, their potential volume, their merchandising policies, the character of relationship with our company and, to some extent, by past relationships.

Plan Has 4 Advantages

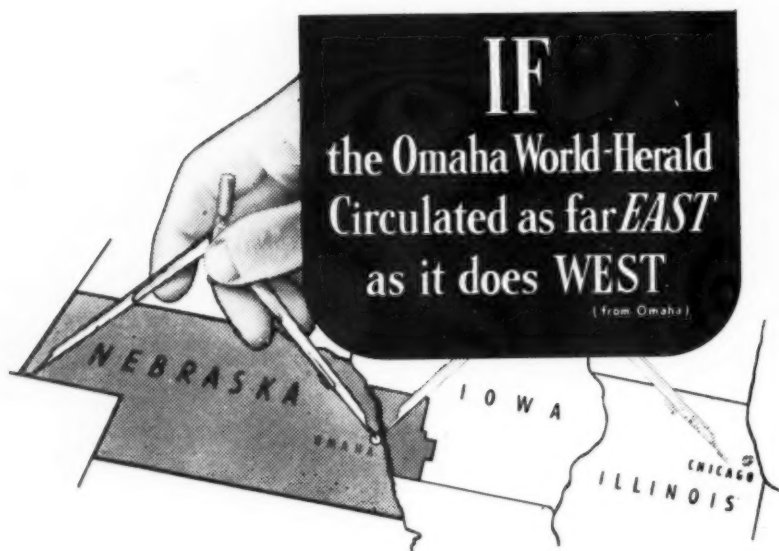
"The average unit of shipment has increased considerably and we are able to handle a substantially larger volume with a far smaller shipping and stockroom crew—something to be happy about under current manpower conditions in this area. The sales force has been reduced by 50%, with each man having increased earnings. Thus sales department overhead has been cut.

"One of the most important gains not altogether anticipated in the original plan, is improvement in the quality of merchandise. Instead of introducing new lines, we have improved quality and improved packaging.

"Another gain is that accomplished by limiting sales to a few dealers. We are able to render much better service to individual merchants. Our salesmen, instead of thinking in terms of single orders, work on long-term relationships. They spend their time in helping customers on display and promotional activities. The term salesman actually is a misnomer for us. Distribution engineer might be more accurate. Under the new plan, orders come to us with less effort and less cost. And I want to point out emphatically that this is *not* due to war conditions. It was established before the present wartime goods shortage. We have a substantial proportion of our customers under contract to take and to feature our goods.

"In short, by developing a knowledge of those elements of cost which mean nothing on *consumer value*, and by lopping them off our costs and the price, we have achieved permanent lower costs, lower prices with improved services to fewer customers, more continuous and better quality of work clothing. All of this adds up to better service to the ultimate consumer, more consistent net profits and a real economic excuse for existence."

SALES MANAGEMENT



... it would be read in the homes of Suburban CHICAGO!

The Omaha Market is BIG! Over 500 miles from end to end! You'd drive over 15 hours, at today's speed, to cross it! It includes all of Nebraska's 93 counties and 10 in Iowa.

And it's a RICH MARKET! Omaha's Douglas County was 2nd in the nation in increase in effective buying income per capita the first 9 months of 1943. Omaha bank clearing increase percentages have topped the nation, month after month. Nebraska's farm income is far above the nation's average!

It's Easy to Reach! The Omaha World-Herald does a coverage job that is unusual! Just notice the figures at the left. And—more than just coverage—it exerts powerful influence throughout the state!

DAILY, 194,698; SUNDAY, 187,971
6 Mos. Average ending Sept. 30, 1943



*96.3% COVERAGE OF METROPOLITAN OMAHA... 100% COVERAGE OF EVERY WORTH-WHILE HOME.

*45% COVERAGE OF THE ENTIRE 103-COUNTY NEBRASKA AND SOUTHWESTERN IOWA MARKET.

Omaha WORLD-HERALD
One of the Nation's Great Newspapers

Owners and Operators of Radio Station KOWH

O'MARA & ORMSBEE, Natl. Rep.: New York — Chicago — Los Angeles — San Francisco

HITLER got his start because German businessmen tolerated intolerance. And look what happened to German business. It can't happen here, you say? Don't be too sure. Bigotry, like a cancer, is spreading throughout America. War-inspired passions are warping our judgment. Agitators are active. Race riots, assaults on groups and individuals because of racial and religious differences, desecration of synagogues and churches, attacks on our foreign-born—these are all symptoms of this malignant disease that Archbishop Spellman brands as un-American in his stirring article in the March issue of *The American Magazine*.

BIGOTRY IS UN-AMERICAN

by **ARCHBISHOP
FRANCIS J. SPELLMAN**

If this country of ours is to remain a prosperous, human, humane homeland in a world where millions are homeless, each of us must purge his head and heart of all selfishness, harshness, injustice and contempt. Read why America cannot tolerate intolerance. Discover why bigotry is more widespread and virulent than ever before in our history.



The American Magazine

WHAT THE PUBLIC MUST BE TOLD

by **PALMER HOYT**

*Former Director,
Domestic Branch, O. W. I.*



We are not being told the truth about this war. Why? Who is blocking it, hiding the facts? Mr. Hoyt tells us and, from his intimate knowledge and contact, contends we Americans will continue to babble, act feather-brained, fight and work with half a heart until our will to win is forged by war's grim realities.



The *American Magazine* for March is a perfect example of the unique editorial character of "the happy medium to America's middle millions." Observe its articles. Authored by authorities, they are sharply slanted at the individual and his problems . . . problems that have their roots in significant national and international issues. Observe its fiction . . . two complete novels, nine short stories, by the greatest names in contemporary fiction. Is it any wonder that—

1. The *American Magazine* is a sell-out on the newsstands . . . with millions of readers passing on their copies to others.
2. That it wins and holds an audience no other magazine can match; the above-average, aspirational millions . . . whose ambitions make and shape markets.

THE CROWELL-COLLIER PUBLISHING COMPANY, 250 PARK AVENUE, NEW YORK 17, N. Y.

FEBRUARY 1, 1944

[57]

... there are differences * in farmers ... the best farm families prefer Successful Farming

ALL through the Heart you'll find youngsters like these ... clear-eyed, intelligent, alert ... youngsters who are gaining spiritual self-satisfaction, self-confidence and the ability of leadership through doing ... who find happiness through achievement.

These youngsters see beauty in the soil—secure enduring satisfaction in working with it and the things that come from it. Learning through "demonstration" they know how to modernize their homes, cook, bake, can, grow bigger, better crops, improve poultry and livestock breeds. Guiding them in these "demonstrations" you'll find the

leaders in the farm community—the men and women who rely for *their* guidance on Successful Farming—who *prefer* it to all other farm magazines.

Successful Farming, in its approach to its readers, does not wander over the editorial landscape. It confines itself to the interests, the ideals and aspirations of the farm men, women and children of the area that makes up the great Heart Region. *They* value it because its articles are prepared with a genuine understanding of these problems. And because, in the Heart Region, farm business, and farm living are so inseparable, Successful Farming has become part of their daily existence. They *prefer* it above all farm magazines because it meets their needs as no other farm magazine can. Meredith Publishing Company, Des Moines, Iowa.



* differences ... revealed by a special tabulation by the

U.S. BUREAU of the CENSUS

Average Number of Chickens Raised (per 1,000 Farms)

SUCCESSFUL FARMING Subscribers	178,500	=====
Neighbors (Non-subscribers)	145,800	=====
Heart States plus N. Y. & Pa.	136,900	=====
Other 33 States	87,100	=====

SIGNIFICANCE:

... Successful Farming Subscribers are BEST ... in their COMMUNITIES ... REGION ... NATION

NOTE: Ask Successful Farming salesmen to show you proof of reader preference.

Successful Farming

The Magazine that Serves the Farm Leaders of the Nation



They'll go to THE FIRMS THEY KNOW

When the big postwar rush of orders from shoe retailers comes through, there'll be no time for after-V-Day cultivation of these prospects. The business will develop quickly, and it will go to the manufacturers and products whom the dealers know and are ready to do business with. That's the big reason for advertising now, and from now on, in



How Many Customers Will You Want?

• When the war is won and competition begins again in earnest are you going to be able to get all the business you will want . . . and need? Now is the time to pave the way . . . through a friendly direct-mail campaign, with an eye to the future.

Write for Free Booklet
"Looking Ahead"—on
your business stationery.

Hutzler Advertising Agency
1333-1336 Third National Building
DAYTON 2, OHIO

Salesman's Personal Traits

Industrial Tape Corporation

- Nos. 1 to 9
1. Voices decided opinions on questions.
 2. Usually gloomy.
 3. Too idealistic.
 4. Constantly playing jokes on others.
 5. Frequently asks others for advice.
 6. Argues a lot.
 7. Likes highly detailed work.
 8. Thoroughly reliable.
 9. Picks up new plans with enthusiasm.
- Nos. 55 to 61
55. Blushes readily.
 56. Independent as a hog on ice.
 57. Poorly conceals his true feelings.
 58. No sparkle to personality.
 59. Tries to get something for nothing.
 60. Sympathies readily aroused.
 61. Nothing seems to phase him.

FIGURE 2

Company executives checked each salesman on 100 traits . . . these 16 are typical.

23. As you are walking along you observe some people you know coming toward you, but who apparently do not see you. You would—
- () A. Pass them as if you didn't see them.
 - () B. Look the other way to avoid embarrassment.
 - () C. Speak to them in a tone they will surely hear.
 - () D. Look straight ahead and wait for them to speak.

All 144 questions were expressed in this multiple choice form. The tentative test was then given to the present salesmen to prove or eliminate each test question. The administration of the test was done at regional sales meetings.

In some instances, as No. 11 above, no one can say with certainty what the correct answer is. In this situation the correct answer is accepted as that which is given by a strong majority of the good (upper half of) salesmen. Figure 1 shows how the answers to each question are tabulated and summarized. This is illustrative material only and does not reveal either the actual names or the total number of salesmen involved in this study.

Thus, salesman Reyno (poorest of them all) checked the D response to the first question, whereas Ward, the next poorest salesman checked the A response. In summary, salesmen

in the upper half (as to rated ability), yielded 58% A response, which is considered to be the correct answer. Another way to study this item is to note that 65% (13 of 20) of the poor salesmen and 90% (18 of 20) of the good salesmen answered correctly—a sufficient differentiation to justify retention of the item.

By means of this tabulation, each of the original 144 items was weighed in the balance, only 60 being retained for the final test. The test was printed in a four-page folder; scoring keys developed; a manual of instructions prepared. This manual covered all phases of the selection program not merely test administration.

Check-List of 100 Traits

When the several sales managers had rated the salesmen under them, they had also filled out a check list of 100 traits about each man. A portion of this check list is shown as Figure 2.

Each of these 100 traits was subjected to an analysis similar to that shown in Figure 1. In this way, those traits characteristic of the good salesmen, and those characteristic of the poor salesmen, were identified. Forty such traits were retained, 20 of them positive and 20 negative for success with this company, so providing an objective interview check list. The

SALES MANAGEMENT

Tonight In Chicago The Preferred 1,000,000 Are Reading



By Underwood & Underwood

Reading in the relaxation of their homes . . . Leisuredly, thoughtfully reading their favorite family newspaper, The Chicago Daily News . . . As an advertiser, the million reader-friends of The Daily News are your KEY audience, your BASIC audience in Chicago . . . For 43 consecutive years The Daily News has carried more Total Display lineage than any other Chicago paper, morning, evening or Sunday* . . . This persistent and consistent record constitutes the testimony of advertisers themselves . . . They say it, with repeated schedules, that The Chicago Daily News is BASIC for assured sales-response!

*For fair comparison liquor lineage omitted since The Chicago Daily News does not accept advertising for alcoholic beverages.

THE CHICAGO DAILY NEWS

FOR 63 YEARS CHICAGO'S HOME NEWSPAPER
ITS PLACE IN THE HOME IS ONE OF
RESPECT AND TRUST

DAILY NEWS PLAZA: 400 West Madison Street, CHICAGO
DETROIT OFFICE: 7-218 General Motors Building

FEBRUARY 1, 1944

NEW YORK OFFICE: 9 Rockefeller Plaza
SAN FRANCISCO OFFICE: Hobart Building

[61]

Far sighted manufacturers are
selecting their post war
Pacific Coast factory sites now



Taxes

THAT
INVITE INDUSTRY

Have taxes been a drain upon your business? The current tax rate in Santa Clara County is the second lowest in the State of California. The County's bonded indebtedness is the lowest in the State. And San Jose, the County's largest city, has the lowest rate of any comparable city in the West.

ECONOMICAL PRODUCTION

Yes! You can produce economically in Santa Clara County—and efficiently too. Manufacturers tap the greatest electrical power pool in the world. There is abundance of natural gas and water. Labor is plentiful and willing. Transportation by water, rail and truck line. And location . . . in the center of Coast population, and adjoining San Francisco Bay . . . makes Santa Clara County the logical spot for your Pacific Coast plant.

WRITE TODAY!

Get the facts! "Post War Pacific Coast" presents the factual story of Santa Clara County. Write for it today



DEPT. S

**SAN JOSE CHAMBER OF
COMMERCE**
SAN JOSE, CALIF.

**SANTA CLARA
COUNTY** *California*



The population
center of the
Pacific Coast

Comparison of: Ratings, Test Scores and Sales Traits of Best and Poorest Salesmen

Executive Rating
1 to 100

Test Score
1 to 100

Sales Traits
+ or -

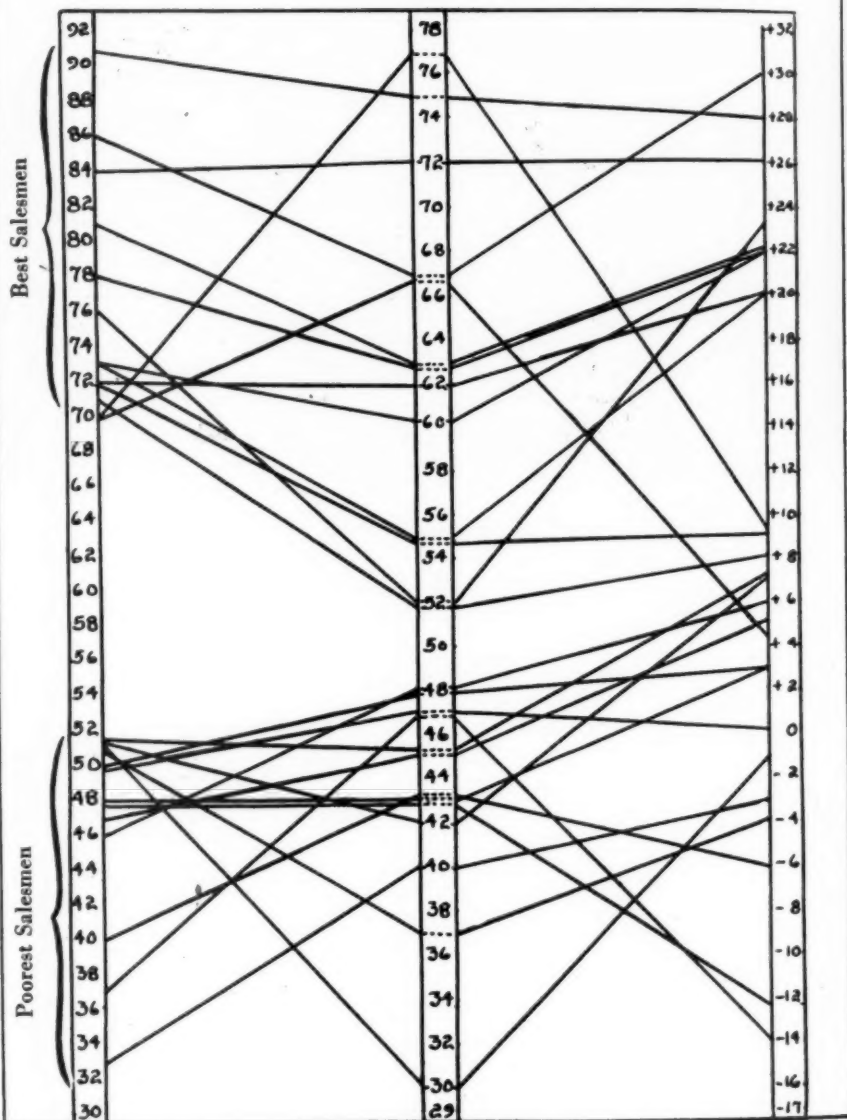


FIGURE 3.

Ratings reveal a correlation between executive ranking and test ranking.

interviewer checks off any traits which he observes in the interview, then scores them with a scoring key to get a total sales traits score, plus or minus.

Figure 3 compares executive ratings with test scores and sales trait scores, contrasting the top and bottom quarters of the sales force. Thus the top man was rated 91 by the executives, 75 by the test and +28 in sales traits. The poorest salesman was rated 33 by the executives, 40 by the test and -3 in sales traits.

Note that there is high correspondence between executive ranking and test ranking. Note, too, that in a number of instances where the test is

at considerable variance with the executive rating, addition of the sales traits tends to offset the test exaggeration. This means that a combination of test plus sales traits is more likely to provide accurate selection than is either test or sales traits alone. It is evident that if this company requires a passing grade of 50 in the test and of +6 in sales traits, it will tend to keep out men who are like the present lowest quarter of its salesmen.

In the post-war period, the Industrial Tape Corp. will be in a position to skim the cream of sales applicants, bringing in men akin in mental make-up to present outstanding salesmen.

SALES MANAGEMENT

2 OUT OF 3 CHOOSE



WMT

600

Hooper Coincidental Listing Survey

STATION A	4.5%
STATION B	3.0%
STATION C	26.6%
STATION D	0.9%
WMT	63.3%
STATION E	0.9%
STATION F	0.3%
OTHERS	0.5%

Sunday Through Saturday
6:00 P.M. to 10:00 P.M.
Mid-Summer 1943.

NEAT little rhyme that—"Two out of three choose WMT".

To state the case more completely, approximately two out of three listeners in the "one-station" Cedar Rapids area had their radios tuned to WMT, according to the mid-summer 1943 Hooper survey. Six other stations fought among themselves for the attention of the one remaining listener.

These figures should erase any doubts from the minds of you radio-wise time buyers on how to reach the listening audience in "one-station" towns as far as Cedar Rapids is concerned.

Mr. Hooper's figures prove, too, that WMT's concentrated and con-

tinued efforts to give Cedar Rapids radio listeners what they want in radio entertainment have been modestly successful. Not that we're satisfied, of course; we won't be until we've made it three out of three . . . but we're confident we're on the right track.

In radio, it follows without saying—if you want to sell 'em, you have to tell 'em. And telling 'em in Cedar Rapids brings us right back to our starting rhyme . . . "Two out of three choose WMT." That's nearly double the listener total of the six other competing stations from neighboring cities and states . . . and you still can buy at the lowest rate per radio family in Iowa,

BASIC COLUMBIA NETWORK
CEDAR RAPIDS

5000 Watts Day and Night • 600 K.C.

WMT

A COWLES STATION
WATERLOO

Represented by the Katz Agency

FEBRUARY 1, 1944

[63]

Campaigns and Marketing

G. E. Distribution Setup

In five major areas recently, General Electric's appliance and merchandise department has replaced a distributor with its own distributing branch. The five are Tampa, Boston, Philadelphia, New York and Los Angeles. The last three went into effect in January. The most notable change probably was the replacement of Rex Cole, Inc., for the New York wholesale area, excluding New Jersey. The new setups usually cover refrigerators, ranges, home laundry equipment, water heaters, dishwashers, Disposalls and kitchen cabinets.

General Electric says that these replacements do not necessarily indicate a war and post-war trend. Each area is a separate problem. The A. & M. department still has more than 90 A and B distributors throughout the country.

Multi-Vitamin Battle

Miles Laboratories follows its One-A-Day A-and-D and B complex tablets with multi-vitamin capsules, and starts to promote them on four national radio shows, including the "Quiz Kids," and in magazines, car cards and store displays. . . . Standard Brands steps up promotion for Stams multi-vitamin tablets, introduced nationally last year, with plugs on the Charlie McCarthy and "Open Door" network programs and in large-space insertions in newspapers, newspaper magazines, magazines and medical journals. . . . Lever Bros. is readying a new campaign for Vimms, through J. Walter Thompson Co., recently appointed.

Philco Aids Dealers

United States Department of Commerce, in a special report on "War-time Dealer-Aid Programs," cites the success of Philco Corp. in finding merchandise for distributors and dealers to sell—while Philco's own production is going entirely to the Army and Navy.

In 1941, this concern formed a committee of three executives to seek merchandise of all types which might be sold through these outlets. These executives went on a full-time nationwide shopping tour, following all possible leads. Weeks were spent in shopping furniture departments for best sellers, in checking with manufacturers, and arranging for them to produce certain numbers.

Among lines made available in 1942 and 1943 were glassware, American flags, fluorescent lighting, world globes, fireproof blankets, paint, furniture polish, airplane model picture kits, lamps, ash trays, rugs, furniture, hard-surface floor coverings and games. Philco provided model store arrangements, offered the services of an experienced furniture man for distributors adding furniture lines, had its own auditors help distributors adapt their methods to the new merchandise.

Philco's 20,000 dealers were supported with company-sponsored radio programs and other efforts. A few months after Philco offered dealers packaged sets of oven-proof glassware, orders totaled more than 75 carloads. The dealers are still selling radio parts and tubes.

"I'd Take the Can"

Some pre-war habits, it seems, will be resumed after the war by about as many people who formerly had them. By last August, canned beer had been

off the domestic market about 18 months. But American Can Co. tells retailers of a survey made that month among nearly 5,000 urban families who drink beer at home, which showed that if canned beer were then available only 6% less would "take the can" than the number who actually *did* take the can in August, 1941. . . . In these two years, Canco reports, the proportion of urban families who drink beer has risen from 42 to 50%. An increasing proportion of urban families drink beer in the home.

Plug for Subcontractors

In a full-page newspaper ad in Hartford, Victor Adding Machine Co., Chicago, congratulates the Connecticut city "on being the home town of M. H. Rhodes, Inc." Rhodes is a subcontractor for Victor on production of Norden bombsights for the Army. The Victor praise is intended further to stimulate Rhodes workers, many of whom have been working "seven days a week, and 12 to 16 hours a day, for the past six months—with only two days off in all that time." Victor may run similar ads in other subcontractor cities to keep workers batting 1000% for war.

A Shopper's Code

I will be patient...

if I'm not waited on promptly and efficiently, or if I can't get exactly what I want when I want it....

because I know that many experienced sales people are in Service—that it's difficult to get merchandise these days and shipments are frequently delayed.

I will co-operate...

with my dealer who is serving me during these unusual times...

because I know that he is serving me now as best he can—and that he will do better when he can.

Patience and co-operation are my contributions to VICTORY on the HOME FRONT

SPONSORED IN THE INTEREST OF AN INTERNAL "GOOD NEIGHBOR" POLICY, BY THE PAL BLADE COMPANY, MAKERS OF PAL HOLLOW "GROUND RAZOR" BLADES

An attempt to make consumers war-conscious and, at the same time, to stimulate their desire to help the war program by helping the dealer. This easel-mounted counter card is distributed to retailers throughout the country by Pal Blade Co.



ADVERTISING MEN, who are fitting together the jig-saw puzzle of post-war market coverage, have come upon a pertinent fact:

The post-war South promises to be an even bigger and better market than the pre-war South ever was—a market that will demand a new approach to the problem of coverage.

Dr. Philip M. Hauser, assistant director of the Census Bureau, recently selected the 17 U. S. cities most likely to retain big war-time increases in population. 14 of these are in the South—3 in the rest of America.

But the South has made still greater progress in its growth as a rural market. Its cash farm income is increasing at the rate of nearly a billion dollars per year. And Victory should bring an even greater demand for Southern farm products.

You will need increased sales influence in the Rural South after the War. You can get it by including *The Progressive Farmer* in your post-war advertising plans.

The *Progressive Farmer* is the South's leading men's magazine . . . the South's leading women's magazine . . . the South's leading young people's magazine. More Southerners will see your advertisement in *The Progressive Farmer* than in any other publication.

The South Subscribes to The Progressive Farmer

Advertising Offices: BIRMINGHAM, RALEIGH
MEMPHIS, DALLAS, NEW YORK, CHICAGO
Pacific Coast Representative: Edward S. Townsend Co., San Francisco

★
FOR
DURABILITY
SPECIFY
KROYDON
COVER

for
Instruction Booklets
Catalog Covers
Manuals

★
Available in a wide range
of Colors in Medium and
Heavy Weights

20 x 26 23 x 35

Sample book sent on request

•
HOLYOKE CARD
AND PAPER CO.
SPRINGFIELD, MASSACHUSETTS

**I Know This Able
Sales Manager**

**Ready to return to
business after 1 1/2
years in war work**

This man has done an outstanding job as general manager of a national war organization. I have seen him reorganize a large office, multiply its efficiency with half its original staff, raise funds under difficulties, prepare much of its publicity material, manage its financial affairs.

Now he is ready to return to private business. His demonstrated abilities—in five connections over a 17-year period—cover selling, sales management, sales promotion, sales accounting.

He is 39 and married; able; likeable; a clear and original thinker. I recommend him, and urge you to let him tell his story to you. I will arrange the introduction.

Philip Salisbury
General Manager,
Sales Management
386 Fourth Ave.
New York 16, N. Y.

Cash for Bartenders

With whiskey short, Canada Dry Ginger Ale, Inc., offers cash prizes totaling \$250 in a contest among bartenders for best recipes for drinks made with its sparkling water and gin and rum. "Standard recipes—such as Tom Collins and Rum Collins—will not be considered."

Rubber and Science

Major rubber companies are being regarded by the public primarily as tire companies—even today when tires are scarce and war has greatly broadened the scope of their work. United States Rubber Co. emphasizes its diversification and creativeness in a new campaign on "Serving through Science," which will run in newspapers, magazines, farm papers and will be featured in the commercial on the Sunday afternoon New York Philharmonic radio program. Specific devices for saving and protecting life are shown—lifesaving equipment at sea, for example, and multipore filters for blood plasma. . . . This company also has expanded its dealer-signed campaign in 500 newspapers on tire service and conservation. Campbell-Ewald is the agency.

Synthetic Wearables

I. B. Kleinert Rubber Co. will make specific promises of things to come in a magazine campaign, starting with March issues, presenting a line of Kleinetics, waterproofed, washable wearables made of synthetic rubber. Included are dress shields, baby pants, crib sheets, bathing caps, slippers, girdles, etc. These and many others already have been shown to the trade. If any may be made in quantity this spring, Kleinert will switch to selling copy.

Drug Manpower Drive

To combat wartime labor turnover, National Wholesale Druggists' Association sells members a series of posters informing workers that "your drug job is vital to victory." The series is part of the association's 1944 program to insure "efficient distribution of drugs, medicines and health supplies so vital to victory."

War Themes

To support the campaign for 65,000 recruits for the U. S. Cadet Nurse Corps, Eastman Kodak Co. sponsors full-page ads in 15 magazines, through J. Walter Thompson Co.

Louis F. Neuweiler's Sons, Allentown, Pa., brewer, devotes an entire

campaign in Pennsylvania newspapers, through Richard A. Foley Agency, to enlistment of aviation cadets for the Army Air Forces.

General Electric Co. and Bell Aircraft Co. were quick to tie in with the Army Air Forces' announcement of jet-propelled airplanes. The G-E ad, in fact, appeared in some newspapers the same day the announcement was made. Clearance on it was not obtained until 4 o'clock the previous afternoon.

Socony-Vacuum Oil Co., through Compton Advertising, Inc., is the first of five oil companies operating the "world's greatest petroleum butadiene plant" at Port Neches, Texas, to promote the plant. The plant is Government-owned.

Sears Saves Paper

Sears, Roebuck & Co. will save more than 1,500 tons of paper on its new spring and summer mail order general catalog, some 7,000,000 copies of which are now coming off the press. Number of pages has been reduced to 1,062, from 1,232 a year ago, and weight from 70.4 to 62.2 ounces. This saving of more than a half-pound per copy totals about 3,500,000 pounds. Production has been scheduled so that page changes can be made in any part of the run. When it is found that merchandise will not be available until later, pages and even entire forms can be dropped.

Shopper's Code

Pal Blade Co. prepares for use on retail counters an easel-mounted card for retail counters presenting a "Shopper's Code." The code emphasizes the need for patience and cooperation as "my contributions to victory on the home front." The cards will be distributed to retailers by the company's field staff on their regular trips. . . . Pal announced at a recent sales meeting in New York that it has scheduled nine magazines and more than 500 newspapers for 1944, through Al Paul Lefton Co.

Sales Slants

McKesson & Robbins boosts advertising budget \$500,000, to \$2,500,000, for 1944 to include a radio program for six of its products, starting on the Blue Network in March.

Andrew Jergens Co. changes labels on six of its Woodbury cosmetics to dramatize advantages. Woodbury cold cream, for example, becomes Woodbury complete beauty cream.

Gruen Watch Co. will feature a Pan American watch with 24-hour dial in magazines.

SALES MANAGEMENT

AMERICA'S NO. 1

"Pin-up Girl"

NEVER before was the role of home-making more important or more difficult than today. While Mother's job always did rate Number One, the part she is playing on the home front today is more vital than ever.

Because CLICK plays a part in the family life of more than a million American homes, CLICK's war-time editorial formula is aimed to aid Mother in a multitude of ways.

Why are vitamins so vital? *CLICK covers the subject completely.*

What about war-time fashions? *CLICK shows what we'll wear.*

How do you repair household appliances? *CLICK has the answer.*

Not only Mother, but Dad and every other member of the family figures in the new editorial concept of CLICK. Electronics . . . television . . . the post-war world . . . CLICK's own editorial staff and nationally famous writers focus attention on subjects of absorbing interest for *all* the family. CLICK readers

enjoy a panorama of information that cannot be found in any other publication. That's why CLICK is "clicking" with more than a million families . . . and the number is constantly growing.

CLICK is a better advertising buy today than ever before, as a long list of advertisers will testify. You get a bonus circulation of 150,000 when you tell your story in CLICK. Check into CLICK and see for yourself!



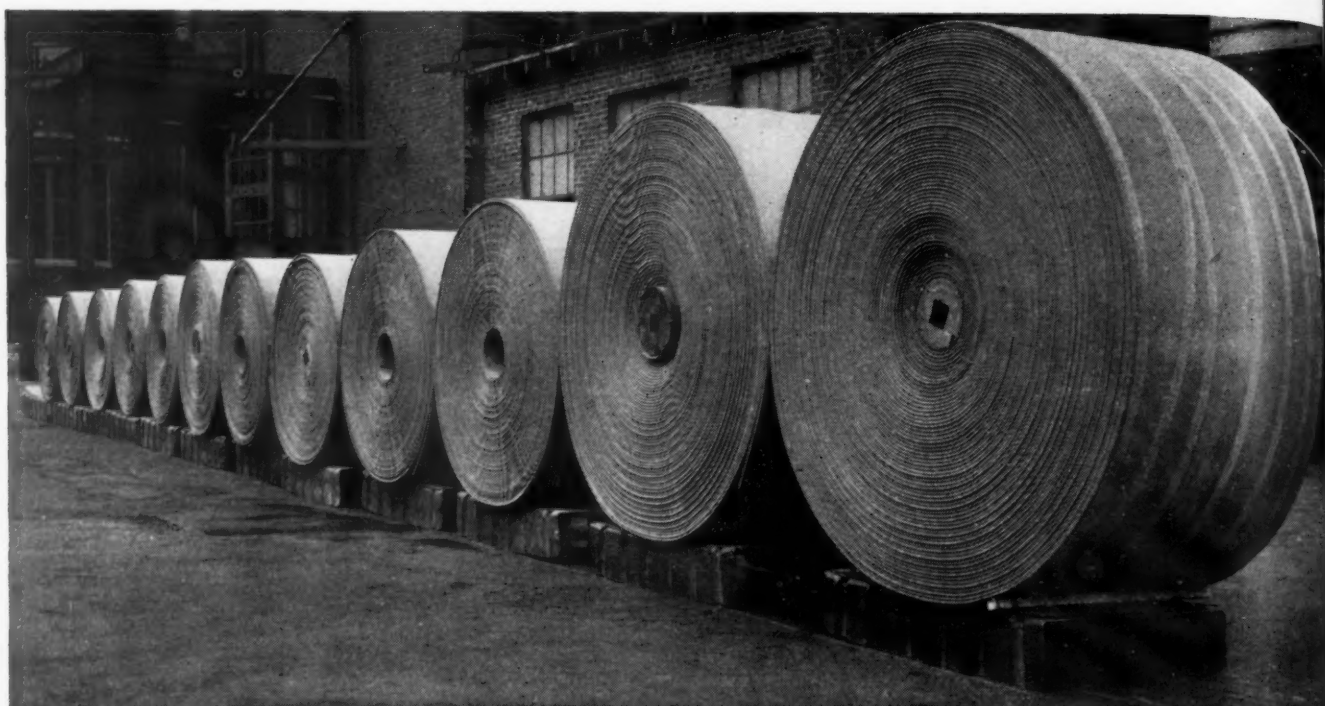
CLICK

"Friend of the FAMILY"

AMERICA'S LARGEST MONTHLY PICTURE MAGAZINE

FEBRUARY 1, 1944

[69]



HOMO-FLEX CONVEYOR BELT FOR NEW PROCESS STEEL PLANT

5,255 ft. of Homo-Flex Conveyor Belt for new \$2,500,000 central ore conditioning and sintering plant of prominent steel company. Revolutionizes method of handling and preparation of iron ore. Homo-Flex strength member was factor in getting this order. Belt sizes: 36" wide 5 ply 3/16" x 1/32" covers, 18" wide 4 ply 1/8" x 1/32" covers, and 60" wide 5 ply 3/8" x 1/16" covers. Total shipping weight 51,683 lbs.

No. 22

THE MANHATTAN RUBBER MFG. DIV. of RAYBESTOS-MANHATTAN, INC.
Passaic, N. J.

September 1940

Photographs are one of the major selling tools furnished to salesmen by Raybestos-Manhattan. To facilitate identification in re-ordering prints, captions are included as part of each illustration.

Shipshape Tools Make Sure-Footed Salesmen

Do buyers who demand facts find too many of your salesmen mentally undressed? Do your men refer too many questions to the home office? If so, they need better sales equipment. Raybestos-Manhattan's fine selling tools may give you some ideas.

Based on an interview by E. M. Kelley with

J. J. DE MARIO

*Advertising Manager, The Manhattan Rubber Mfg. Division
Raybestos-Manhattan, Inc.
Passaic, N. J.*

IN PEACETIME and to a certain extent even in wartime, the sales problem of The Manhattan Rubber Mfg. Division of Raybestos-Manhattan, Inc., is a complex one. The number and diversity of its products (30,000 in all) and the scope of its markets, plus the differences in its distributor outlets, all combine to complicate the firm's selling picture. To offset this, the company provides its own salesmen or representatives

and the salesmen on its distributors' staffs with an outstanding and highly effective set of selling tools.

But the company does not stop with furnishing these helps. It furnishes the means of using them effectively—of organizing them and *keeping* them organized—in a series of portfolios.

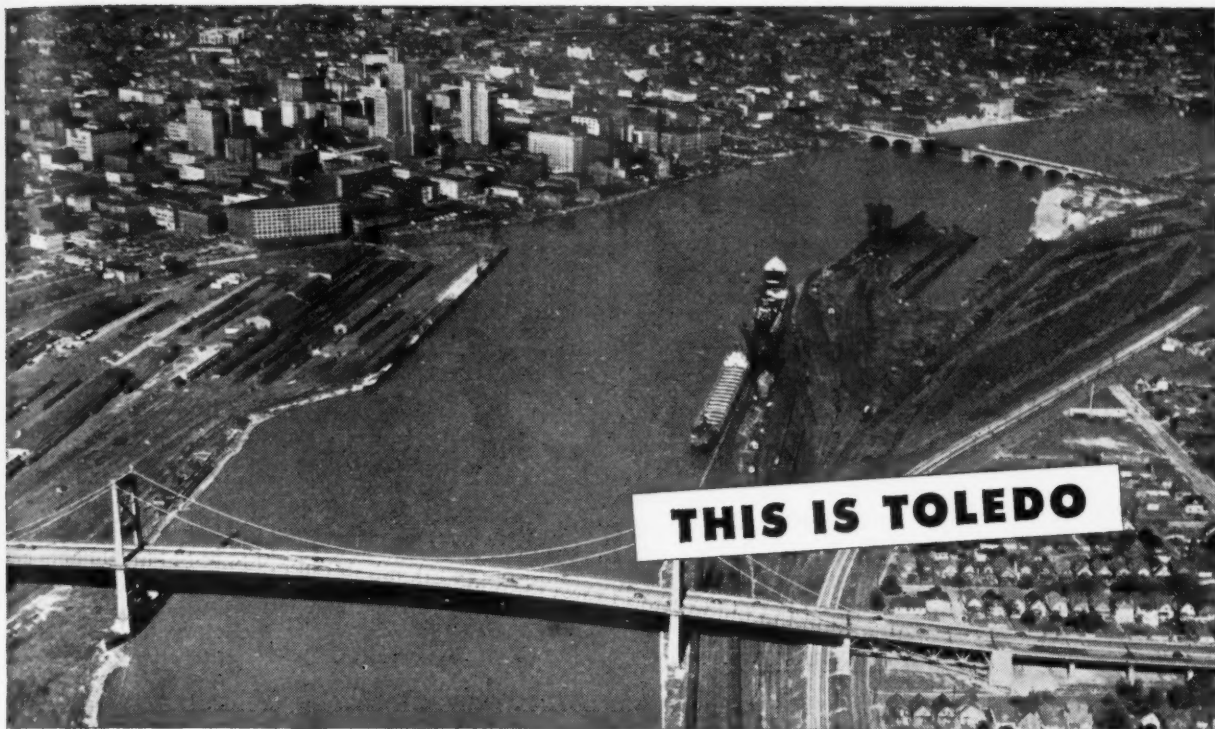
The Manhattan Division, which celebrated its 50th anniversary last October, makes industrial rubber products—belts, hose, friction material,

and a number of specialties, including some for consumer use. It has a large force of representatives who are in reality service engineers, acting in the capacity of consultants rather than salesmen. It maintains district offices which, in turn, sell through distributors. For the most part, these distributors are mill supply houses, agricultural supply houses, or rubber supply houses. Some have as few as five salesmen; others have as many as 100 or more. There are variations even within the mill supply houses, as, for instance, between those specializing in cotton mill supplies and those specializing in lumber mill or sugar refinery supplies. Small wonder, then, that the selling helps provided by the company are of so wide a range.

Every man representing Manhattan is provided with three master sets of selling tools:

1. Portfolio with a complete set of printed sales helps.
2. Album of installation photographs of Manhattan Products.
3. Portfolio to be used for graphic presentations.

The printed sales help portfolio is a black leather, or leatherette, portfolio with a complete set of the printed sales helps issued by the company. It is so designed as to provide



...ONE OF AMERICA'S GREAT PORTS

Much of the Great Lakes traffic radiates from Toledo as the hub . . . Toledo is the most southerly port on the lakes, situated at the mouth of the Maumee River, the largest river flowing into the Great Lakes. This is America's largest port in tonnage of soft coal, which gravitates to this area from the coal fields of Pennsylvania, Ohio, Ken-

tucky, West Virginia, Indiana and Illinois . . . In total tonnage handled—coal, iron ore, oil, cement, grain and other cargoes—Toledo is among the nation's larger ports, second in volume on the Great Lakes . . . Sixteen main railroad lines contribute to the city's waterborne traffic and to its general industrial and commercial activity.

...and this is the **TOLEDO BLADE**

...one of America's GREAT NEWSPAPERS

The Blade was already well established in Toledo when the Miami and Erie Canal was opened in 1845, with Toledo as the northern terminus, foreshadowing its importance in lake traffic . . . City and newspaper have grown up together, Toledo becoming a great port and industrial center, the Blade becoming one of America's great newspapers, devoted to the idea of rendering a useful service to the community whose life it has shared for more than a hundred years.



TOLEDO BLADE

One of America's Great Newspapers

REPRESENTED BY PAUL BLOCK AND ASSOCIATES

**DOWN SOUTH
IT'S...**

W

NASHVILLE
TENN.

L

A

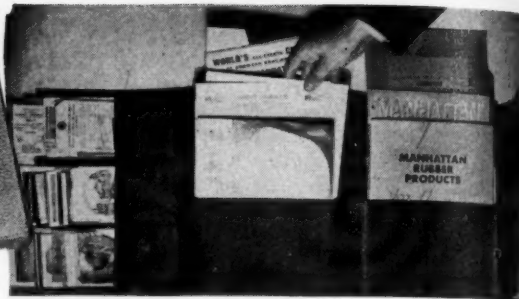
C



50,000 WATTS
gateway to the rich
Tennessee Valley



represented by
PAUL H. RAYMER CO.



Representatives and salesmen of Raybestos-Manhattan's Rubber Mfg. Division carry this leather portfolio of sales helps. Opened (see right), it extends lengthwise on a prospect's desk, contains compartments for catalogs, large bulletins, folders and photographs, and smaller pockets for small folders, stuffers, blotters.

space for about eighty items, each of which has its own place in a large or small pocket. Together, they form a sort of master file of available literature, not to be given away under any circumstances to prospects. Most of the folders, stuffers, instruction tags, data sheets, etc., listed have form numbers, to facilitate ordering the duplicates which can be given to prospects. Others have descriptive names, which make it easy to order duplicates.

This portfolio folds up compactly, and can be opened out on a desk or table, with all compartments visible. One of these pockets is roomier than the others, since it is designed to hold catalogs, of which the company usually has six to eight—a general catalog and such special ones as a "V-Belt Engineering Data Book," a "Conveyor Belt Handbook," and books devoted to Whipcord FHP Belts, Asbestos Friction Material, Printing Rolls and Rubber Lined Tanks.

Another large pocket is designed to hold large bulletins measuring about 8½ x 11 inches, or larger, some of which are reprints of advertisements (these are standard for each portfolio), and special photographs which might be useful in certain territories and markets. For example, if a salesman were selling in a lumber region, he might carry with him a photograph of a planer operating with endless belts. If he were selling to chemical plants, he might have with him a picture of a 30,000-gallon rubber-lined

tank used for storing hydrochloric acid by one of Manhattan's customers.

The other third of the portfolio is divided into three small pockets, each of the size to hold a stuffer or printed piece of similar size. Into this are fitted some thirty odd pieces devoted to a wide range of products. Examples: Condor Textile Cone Belt, Condor Compensated Belt, Manhattan Conveyor Belts, Manhattan Hose, Condor Creamery Hose, Paper Mill Hose, Treated Fire Hose, Parock Oilless Bearings, Condor Rubber Pipe, Switchboard Matting, etc. There are advertising blotters, parcel-post labels, instruction tags telling how to install and take care of belts and hose. In short, the portfolio contains a representative list of dozens of sales helps covering almost every item sold by the firm. Each salesman is asked to keep his set intact, and to have for quick reference a printed checklist (yellow for easy visibility), "Contents of Sales Helps Portfolio," from which duplicates can be ordered.

The photographic album is made of black leather, measuring about 9 x 12 inches, to accommodate 8 x 10 glossy, captioned photographs. These loose-leaf albums have on their covers, in gold letters, the words, "Installation Photographs of Manhattan Products," and the company trade-mark. Each salesman has a set of pictures which would be useful in his own particular market, showing installations of the type which would interest local prospects. For example, a



Faith in the old Chinese adage influences Raybestos-Manhattan to provide representatives with this leather loose-leaf photographic sales album, illustrating where and how Manhattan equipment was used. Salesmen needing photos for particular markets can select them from the company's collection of 3,000 negatives.

SALES MANAGEMENT



Timing Gets Hits for Ack-Ack Gunners

The element of time is important in any successful phase of warfare. But in some combat operations success depends entirely upon the element of time. In anti-aircraft operations, where the target is moving at terrific pace, placing explosive shells at the right place at the right time is what constitutes a hit.

The time element is also most important in successfully presenting the news when it happens and as it happens. For example: when it's 11 p. m. in Moscow, or 8 p. m. in London, it's 12 noon in San Francisco. Another example closer to home: when the New York Stock Exchange closes in New York, it's 12 noon in San Francisco. This importance of timing in relation to news presentation in San Francisco is obvious and significant. This is the reason The Call-Bulletin can print the news in San Francisco TODAY —when news happens and as news happens.

Today there is nothing more important to thinking San Franciscans than news—up-to-the-minute NEWS. That's why they prefer a news newspaper. The popularity and prestige San Franciscans give The Call-Bulletin is proof of this preference. Advertisers show a high regard for these same San Franciscans by the advertising responsibility they place on The Call-Bulletin.

Because of its vast news gathering facilities and the natural advantages of timing, The Call-Bulletin gets the news first and delivers it in San Francisco where the greatest Effective Buying Income is concentrated. This is why its circulation is "tops" and why its advertisers get "sure hit" results.

San Francisco
CALL-BULLETIN

The NUGGET Paper  in a GOLDEN Market

REPRESENTED NATIONALLY BY PAUL BLOCK and ASSOCIATES

FEBRUARY 1, 1944

[73]

Coming

in FEBRUARY

● Chem & Met's Annual Economic and Statistical Number of the chemical processing industries.

Of special interest to sales and advertising departments are facts and figures just released and not available a year ago.

See this issue for possible guidance on *reversion to peccetime operations*.

CHEM & MET

A MCGRAW-HILL PUBLICATION
330 West 42nd St., New York 18, N. Y.

● Have you seen Chem & Met's new booklet, "Cavalcade of Chemical Engineering Achievement"? It is timely and interesting reading. Send for your copy now.

FOOD PLANT

Flow Sheets

READY FOR YOU

See what happens in food processing plants and what and where equipment is used.

You may find new applications for your product in this biggest of America's industries.

Prepared for food plant engineers, this collection is now proving of value to sales and advertising managers.

A set of Food Industries Flow Sheets will be sent on your request.

FOOD INDUSTRIES

A MCGRAW-HILL PUBLICATION
330 West 42nd Street, New York 18, N. Y.

salesman who numbered fire chiefs among his prospects would have interesting photographs of fire hose—large ones, hose being tested in Sweden, old hose such as the 40-year-old hose made by Manhattan in 1903, used by the U. S. Lace Curtain Co., Kingston, N. Y., and still in good condition.

During the past ten years, the advertising department of Manhattan has accumulated several thousand negatives for photographs useful in advertising and selling. Field representatives have been educated to be on the lookout for good photographic subjects and to take pictures of them, or have local cameramen take them. The advertising department at Passaic, the firm's home office, has an 8 x 10 studio camera, five Contax cameras, and one Speed Graphic, and a completely equipped laboratory. The laboratory is shared with the engineering department, which uses photography for research and experimental purposes. Members of the staff are constantly on the lookout for good photographic subjects, locally or when on trips. Occasionally outside photographers are called upon to handle special assignments.

Use "News Treatment"

Despite the fact that a large proportion of the photographs are made by amateurs, they serve their purpose remarkably well. They compare favorably with news photographs or pictures used to illustrate feature articles in the national press. This is largely because the subjects are well chosen, and because of what might be called "news treatment," which is a bit surprising, in view of the subject matter.

According to J. J. De Mario, Manhattan's advertising manager, the captions were formerly written by engineers, until members of the advertising staff acquired the knack of writing the terse, factual language adapted to the audience the pictures are designed to influence. These captions, averaging less than forty words, are set in type and stripped in on the negatives—a procedure which simplifies turning out additional prints as needed.

The presentation portfolio is specially designed of blue embossed cover stock, with the inside bottom ends folded up to form three pockets: a large one for proposals, advertising literature and blueprints, price-lists, photographs; a small one for folders and other literature of smaller size. This portfolio is for the use of the salesman who wants to present his case graphically to a live prospect.

Any salesman who has suffered the throes of embarrassment while fumbling for literature and data applicable to the problem of the particular prospect on whom he was working, and who has felt his fingers to be all thumbs as he continued to find only the sales aids designed for other types of prospects, would realize the help this Manhattan portfolio could offer under such circumstances.

On the front of the presentation portfolio, in dark blue letters, is the title in a box, "Manhattan Rubber Products for Industry," and, at the bottom of the cover is the name of the firm and its address. Inside, across the fold of cardboard which forms the pockets for the portfolio's contents, is written "Manhattan Industrial Rubber Products," with the trade-name of the division, "Condor," superimposed on part of the word, "Manhattan." Below this are five columns listing the products of the firm under appropriate classifications: Belts, Hose, Friction Material, Specialties, and Rubber Covered Metal. More than forty products are listed, from Acid and Canning Belts, to Trolley Wire Guard. For a company whose representatives must have a hard time remembering what it does manufacture—since there are 30,000 items—a list of the classifications and some of the principal items, on the portfolio which would be open while the salesman is talking to the prospect, is a happy idea.

Dual-Purpose Ad Copy

A good share of the literature used by Manhattan as sales helps starts as advertising in technical and business papers. Copy for such advertising is usually written with this dual purpose in mind. Reprints are used in direct-mail advertising and later to fortify salesmen. One of their important functions is that of educating salesmen, particularly distributors' salesmen. Today when distributors' staffs are depleted, and when so many new workers have entered the ranks of industry, the need for education is greater than ever. For this reason, factual and informative industrial advertising is playing a useful role. As new products are developed, and new uses for old products, this need for education will become more acute.

Though Manhattan uses direct-mail advertising extensively, its mailings are not haphazard. "We mail only when we have a story," Mr. De Mario, the advertising manager, told SALES MANAGEMENT. "For example, we would send out announcements of a new product to markets that might be interested. We try to come as near



Wing-Collar Production Is Down

TIME WAS when a man could frame his chin in one of those things, and—if he didn't steal any horses, mark any faces, or get caught reading "the funnies"—business would flock to him on the basis of dignity alone.

But we don't see many wing-collars these days.

The old outward trappings of dignity-for-dignity's-sake are going fast. And high time! For, with America at work, we have learned that dignity does not depend on appearance alone...but rather that true dignity lies in honest *vitality* and *achievement*.

There are some heads of companies who pass up a vital publication like Puck-The Comic Weekly, when the advertising department or the agency recommends it, because of a fancied lack of dignity. They refuse to look upon it as a place to present a sales-winning story about their advertised products. Maybe they do not know that Pond's creams and powders, Lever Brothers soaps, R. J. Reynolds cigarettes and tobaccos, Pepsodent, Bendix Aviation, Hormel's Spam, Colgate Dental Cream, Gillette Razors, Corning Glass, Kleenex, Doubleday Doran books, Walter J. Black classics and many other important companies are regular advertisers.

Actually there isn't a more popular or better liked group of companions for any company's advertising than Blondie and Dagwood, Jiggs and Maggie, Skippy, Flash Gordon, Prince Valiant, Donald Duck, Tillie the Toiler, Toots and

Casper, the Katzenjammer Kids...in fact the whole roster of Puck's characters. These cartoon friends of America are ready to become yours too!

When choosing a medium for carrying an advertising message—whether institutional or sales promotional—consider these facts:

1. . More people (men, women and children) read "the comics" than any other entertainment feature.
2. . Visibility and readership are tops because Puck-The Comic Weekly accepts only one advertisement to a page.
3. . Puck produces results. The Colgate-Palmolive-Peet Company used a single color page in 1933. Year after year for the past ten, this advertiser has carried increased schedules. Today the company is one of the most consistent users of advertising in Puck-The Comic Weekly.

Puck-The Comic Weekly is distributed to more than 6,000,000 families through 15 great Sunday newspapers from coast to coast and is read by over 20,000,000 people—reaching men and women as well as the youth market. So sales-minded executives with an eye to the future should ask to see and carefully consider Puck's analysis of "Your Customers of Tomorrow," a sound presentation chock-full of sales information. Puck-The Comic Weekly, 959 Eighth Avenue, New York—Hearst Building, Chicago.

as possible to hitting the bullseye. A piece of literature on conveyor belts would be sent to users of conveyor belts. Naturally, now that there is so much turnover in the personnel of our customers, our mailing lists are not so easily kept up-to-date. We have resigned ourselves for the present to mailing to titles rather than to individuals.

"Some of our mailings are seasonal. For example, we send out material to our construction markets, in going after replacement business, early in the spring.

"Then, when sales of a certain item seem to be lagging, we use direct mail to stimulate business. If the sales curve for fire hose should dip, we would circularize fire chiefs."

It is the firm's policy to squeeze the ultimate of value out of each of its advertisements. An advertisement appearing in publications, announcing new products, would next be used as a piece of literature for mailing. Then it would find its way into the salesmen's portfolios. If it were found to be especially productive, it might become a Duplex letterhead for use by the company or its distributors with their letterhead imprinted.

This is the case history of an advertisement announcing the Homocord Conveyor Belt: The Duplex letterhead lists Condor items on the first page, intended for correspondence; the inside pages illustrate a cross section of the Homocord Conveyor Belt and tell its good points—"Rippling

muscles . . . brawny sinews . . . homogeneous structure," and so on. The back cover is devoted to Condor Homo-Flex Hose, with a photograph showing the product coiled and recoiled like a snake, to demonstrate its extreme flexibility; and other photographs showing the hose used in typical jobs; and the copy, of course, devoted to the advantages of the product.

A particularly effective set of sales aids is comprised by the material in Manhattan's "War on Wear" campaign, a series of business paper advertisements later transformed into direct-mail pieces. These pieces—negative advertising in a sense, since they request customers *not* to buy—are packed with instructions for getting maximum use from Manhattan's products. The series consists of bulletins, wall cards, instruction tags and service record cards. Many thousands of these useful pieces have been distributed, some firms requesting as many as fifty at a time. Attached to such items as power transmission belting and oil cargo hose are tags giving instructions for unpacking, handling and installing. In view of the critical rubber situation and the necessity for firms to employ inexperienced help, such aids are extremely useful today.

Industrial advertising and industrial selling can be stuffy and stodgy. They also can be interesting and even exciting. Through a well-coordinated program, leavened with imagination and drive, the Manhattan Division of Raybestos-Manhattan puts its selling into the latter class.

"SOUTH AFRICA *Calling*"

WITH the above headline, 81 "trade representatives and traders" in South Africa are advertising in DUN'S REVIEW for the purpose of inviting South African representation of American concerns.

This advertisement is an indication of the world markets that are interested in American products as a result of experience with our boys and their war matériel and supplies. It justifies immediate planning to serve those markets.

As a contribution to such plans, we shall be glad to send to those interested the names of the South African companies. The list includes the names and addresses of the companies together with the lines of merchandise they wish to represent.

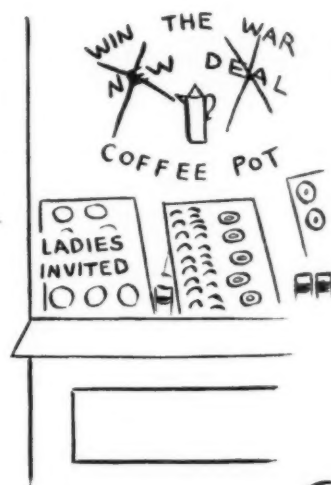
Also available for those interested in reaching the domestic markets covered by DUN'S REVIEW is detailed circulation statement showing the facts about 26,310 manufacturers, 12,367 wholesalers, and 4,630 banking and financial institutions reached by DUN'S REVIEW through 20,092 presidents and 33,567 other executives.

DUN'S REVIEW

Published by DUN & BRADSTREET, INC.

290 Broadway, New York 7, N. Y.

CHICAGO CLEVELAND BOSTON LOS ANGELES SAN FRANCISCO



DETROIT'S WAR WORKERS

Make DETROIT The NUMBER ONE Market —



DETROIT'S WAR WORKERS

Make The DETROIT TIMES the
NUMBER ONE Medium in the NUMBER ONE Market

EACH month since April, 1943, one or two Detroit war plants have been surveyed by The R. L. Polk Co. in a study to establish the newspaper reading habits of the "Around-The-Clock" Detroit war workers who today enjoy the HIGHEST income in the history of industry and who are employed in GREATER numbers than ever before. The "Around-The-Clock" war workers study in the Ford, Dodge, Plymouth, Packard, Hudson, Vinco, U. S. Rubber, Briggs, Chrysler, Continental, Great Lakes Steel, De Soto and other plants has definitely established these facts:

— MORE Detroit War Workers READ The
DETROIT TIMES than ANY OTHER
Detroit Newspaper!



— MORE Detroit War Workers READ The
DETROIT TIMES EXCLUSIVELY Than
ANY OTHER Detroit Newspaper!

The R. L. Polk Co. will continue to make this monthly "Around-The-Clock" study and the results, as in the past, will be available to all advertisers and agency executives. Call a member of The Hearst Advertising Service for them.

REPRESENTED Nationally By The



HEARST ADVERTISING SERVICE

Can We Lick Excess Costs by Adopting Selective Distribution?

Manufacturers who are plagued with the problem of overly high selling costs at the jobber level may find in the experience of Bronson & Townsend a policy platform which they can offer for consideration to the wholesalers with whom they do business.

As told to M. S. Sullivan

BY WALTER W. BRONSON, II

*The Bronson & Townsend Co.
New Haven, Conn.*

CHANGES of management and marketing policies forced upon us by the war have proved to be so beneficial that they have become the basis of our post-war plan. The biggest single change involved is that of cutting approximately in half the number of items we sell, and concentrating exclusively on consumer goods of relatively large unit size.

Pioneers in Correct Pricing

Our company dates back to 1860 when it operated as jobber and retailer of hardware and agricultural implements and supplies. At the turn of the century the retail department was discontinued, and since that time the company has operated on a wholesale basis exclusively. As a result of pioneering in efficient customer service, in studying and putting into practice sound cost theories, and in carrying out a policy of simplification and elimination in all departments of operation, the company increased in size many times, and became a leading factor in hardware wholesaling in southern New England.

It was in 1936 when the ground-work was started for a different type of operation. Previously, new wholesalers had not done anything about correct consumer pricing of merchandise, although the necessity for such action had long been recognized. To help our retailers price their merchandise correctly from the consumer angle, we evolved the "B & T Price Book Service" and "Retail Invoicing." Today the retail price of each item we sell is shown on our invoice.

As we delved more deeply into the study of accurate pricing, we recognized the need for a more efficient and economical method of distribution.

Within six months after Pearl Harbor we convinced ourselves that we could survive the war if we would continue to handle consumer goods

exclusively. We concluded that distribution of a long line costs too much, and that this excessive cost is caused by handling both low-unit, high-cost lines and large-unit, low-cost lines in the same operation. We do not believe that these two types of operation can be successfully combined—at least not in a wholesale organization with a volume of less than approximately five million dollars. If a complete departmentalization could be arranged, it might be possible to combine the two operations—but that, too, would be difficult, since the most important section to be departmentalized would be the sales force. In any case, we are certain that our business, with a volume of one to two million dollars, can not successfully carry on both types of operation.

High-Unit, Low-Cost Lines

We have therefore eliminated all the low-unit, high-cost lines, such as bolts, screws, packaged brands and nails, tacks, and many small builders' hardware items, and are now handling the high-unit, low-cost lines which we will distribute permanently. Our lines are now built around household and hardware goods, agricultural and garden implements and a few major lines of housewares, including traffic appliances, kitchen cutlery and so forth. We have become "distributors for a limited number of nationally prominent manufacturers."

Our business is confined entirely to consumer goods which are sold through established retail outlets to the public. Retail outlets include hardware, department and appliance stores, with some lumber, sporting goods and automotive dealers (the latter principally on anti-freeze), and chain and syndicate stores on fair-trade lines. The territory we serve includes Connecticut, Rhode Island, Massachusetts west of Worcester, and

New York east of the Hudson River.

On January 1, 1943, we were stocking approximately 5,000 items. During the past 11 months, this number has been reduced by a little more than 50%. With less than 2,500 items, we have a sales volume of between one and two million dollars, whereas the majority of wholesalers in our line carry 20,000-40,000 items with a volume of two, three or more times our volume.

Advantages of New Policy

This change in distribution policy has accomplished numerous benefits:

1. It has reduced our overhead by between 8 and 9%.
2. It has increased our volume.
3. It has doubled the "line value" (the dollar or unit value of each item on any single line of the salesman's order form) of our salesmen's orders.
4. It has enabled salesmen to add to their territory the State of Rhode Island and parts of Massachusetts not formerly covered.
5. It has increased the effectiveness of our buying, due to greater concentration of fewer lines.
6. It has speeded up our dollar-and-cent output and has halved the warehouse personnel required to handle the additional volume.
7. It has simplified our office routines and records: the detail work of billing, pricing, price and cost records. The work involved in cost accounting and the accounts-payable ledger has been cut in half.
8. It has simplified our perpetual inventory so that it is now operated with less detail work on an almost letter-perfect basis.

One of the most important benefits of the change to limited lines is that our salesmen are *selling*, not merely order-taking. They are better informed about the desirable features of the merchandise; they have become more proficient in selling, and they have ample time to help dealers do a better merchandising job. This has pleased our manufacturers and has materially improved our manufacturer relations. Practically all of our volume now goes to 60 or 70 manufacturers—giving each a sizeable volume on which to depend. Although we do not yet wish to divulge *all* our plans for merchandising this limited group of lines, we shall say that we are going to promote them in a new and different way, one which we believe has great possibilities.

With the marked reduction in distribution costs, we shall be able to go into certain lines which we formerly could not touch because of limited profit margins. Many of these lines

The Navy's newest secret weapon . . .



YOU'VE READ about the Nazi pocket battleship, which seems to get sunk whenever it fares forth from a fjord? . . . Well, our latest contribution to the war is the pocket blinker, which is doing all right . . .

This is an inconvenient war for the admirals. No privacy. Radio is out, because it reveals a ship's position. Inter-fleet communication is all visual. The Boy Scout wigwag is the McCoy. Flag hoists have become fashionable, too. But for solid sending, they bank on the blinker.

The blinker is a shuttered lamp. It blinks when the shutters are opened and shut. A dot is a short blink, a dash is longer. The sending is in code. Blinker sending takes good timing; and reception takes time to learn. But the Navy needs hundreds of thousands

of guys who know blinker. And there aren't enough blinkers in the whole Navy to teach them in a hurry.

One Navy officer had an idea for a practice gadget—one piece of slotted cardboard that slid over a second, exposing and covering some white stripes. He asked if we could do something . . . We proudly present the E-F pocket blinker, patented.

It looks like a match packet, but a little larger. A piece of plastic inside gives it resiliency. Press ends together and a series of white strips show. Relax and the front is dark again. Code letters are printed on the back.

Seagoing garb is not partial to pockets, but the pocket blinker can snuggle topside with cigarettes, ride below on the hip. The sailor can practice with it anywhere—in

quarters, on watches, on trains, or in cafe society, etc. It teaches timing, and identification of the exposure periods, gives opportunity for practice available in no other way.

The Navy is now using millions of our pocket blinkers. Now the British admiralty has ordered a bunch. We feel honored, quite. (*We held out a few for civilian sampling, with Navy permission, and will be glad to send one on request.*)

AS WE HAVE said before, ideas are our business. We merely express them in lithography.

Ideas are the strongest weapons of business. Postwar business is going to need a lot of them, secret and otherwise. Call on us to supply some, or execute your own. We give no guarantees, of course—but never stop trying!



Einson-Freeman Co., INC. • HIGH IQ LITHOGRAPHERS

STARR AND BORDEN AVENUES, LONG ISLAND CITY, NEW YORK

FEBRUARY 1, 1944

[79]



"Sir, about that new shipment of soybean closures—here's one that's sprouting!"



are handled on a percentage which normally might not be considered profitable by a hardware wholesaler. These can now be considered satisfactory from the profit angle. We therefore anticipate a great expansion in the electrical appliance field which has been set up on a lower profit basis than most hardware and housewares lines. We may also develop lines for distribution through furniture retailers.

A fundamental factor of far-reaching importance is the fact that the new setup, by elimination of large masses of detail work, has cleared the way for our executives to devote their time to constructive current developments, as well as to the problems of the salesmen and other personnel.

Before putting the new policy into effect, we were cautious lest we should lose the support of our salesmen. Thus, for two years before the policy was announced, we had devoted considerable time to discussion and detailed explanation of its operation. Our aim throughout that period was to sell the men on concentration of lines which would eliminate confusion and allow greater concentration of selling and merchandising, result-

ing in increased sales for each man. Since adopting the policy, we have devoted a major part of our weekly sales meetings to the explanation and study of our future plans. We are happy to say that our men, without exception, are going along with us 100%.

The plan is now being "sold" to our dealers. The principal medium is our sales force which relays the story as we present it at our sales meetings. We are also using personal letters and publicizing the plan in our monthly house magazine, "Our Spokesman." Dealer acceptance to date has been good, and most of our customers have been enthusiastic about our future merchandising plans.

With these changes already in effect and their value already proved, our next problem is to decide how to pass along to the dealer our saving in the cost of distribution. It will involve some type of price policy whereby those dealers who buy in the most economical units will receive a lower proportionate price. Our present plan is to establish a system of Multiple Unit Pricing which will give all dealers the same opportunity to purchase from us in economical units.

Post-Graduate Course In Peacetime Selling

THE Sales Executives Club of New York has announced a post-graduate course for sales executives, which will be presented in co-operation with the Committee for Economic Development, National Society of Sales Training Executives, National Federation of Sales Executives, and American Management Association. The sessions will begin Tuesday evening, February 1, and end Tuesday evening, April 11, in the grand ball room, Hotel Roosevelt. The cost is \$10 per person.

The course is a serious effort on the part of the Sales Executives Club of New York and the Committee for Economic Development to give sales executives and their assistants the basic material for developing practical plans and strong organizations for competitive post-war selling. It will include highly practical and up-to-the minute discussions conducted by men who are leaders in their respective fields. The sessions scheduled include the following speakers:

February 1—Donald R. Richberg, Davis, Richberg, Beebe, Busick and Richardson, law firm, Washington, D. C. "Straight Thinking—Politically—for Sales Executives."

February 8—Burton Bigelow, president, Burton Bigelow Organization, New York City. "Sales Management Tomorrow."

February 15—Harris Bigelow and Robert B. Black, co-partners in the Sales Analysis Institute of New York. "Scientific Techniques in the Training of Sales Personnel."

February 21—H. W. Hepner, Professor of Psychology, Syracuse University. "Scientific Techniques in the Selection of Sales Personnel."

March 13—Philip J. Kelly, vice-president in charge of sales, Carstairs Division of Calverts Distillers Corp. "Sales Promotion in the Post-War Selling Picture."

March 21—Charles C. Carr, director of advertising and public relations, Aluminum Company of America. "Looking at Post-War Advertising and Public Relations."

March 28—A. C. Nielsen, A. C. Nielsen Market Research, New York City. "Advances in Scientific Market and Product Research."

April 11—This session will be devoted to a symposium. The subject will be "Post-War Markets—Domestic and Foreign." Questions from the audience will form the basis for the discussions. Authorities on domestic and foreign markets will participate.

SALES MANAGEMENT

YOU CAN BUY NEW ENGLAND BLINDFOLDED



IT'S no secret. Buy as one unit enough stations to include the twenty-one best markets covering all sections of New England.

There is one way and only one way to do this with complete effectiveness. Buy the one network that blankets the territory with twenty-one hometown stations—penetrating every important city and its trading zone, and providing everywhere the direct impact that only a locally accepted station can give.

For opening the door to a warm, friendly welcome, there is nothing to compare with a hometown station that is producing every day for local merchants.

There is a difference between long distance and local station appeal which is in direct ratio to failure and success.

Pass up the halfway measures. Sell New England twenty-one ways with Yankee's twenty-one hometown stations.

ACCEPTANCE IS THE YANKEE NETWORK'S FOUNDATION

THE YANKEE NETWORK, INC.

Member of the Mutual Broadcasting System

21 BROOKLINE AVENUE, BOSTON 15, MASSACHUSETTS

EDWARD PETRY & CO., INC., Exclusive National Sales Representative

FEBRUARY 1, 1944

[81]

Key Man, Post-War

Who is he? He's the sales manager. His assignments may read like the twelve labors of Hercules, but his assignments they are, and his will be much of the responsibility for post-war employment. Is he realistically facing *now* his tremendous responsibility?

BY A. A. PATTON

McKinsey & Company
Management Consultants
New York City

(This is the twenty-eighth of a series of articles which SALES MANAGEMENT has been presenting on post-war planning. Individual reprints of the first twenty-seven are available as long as the supply lasts. Multiple copies, 3c each, remittance with order. Address Readers' Service Bureau, Sales Management, 386 Fourth Ave., New York 16, N. Y.—THE EDITORS.)

THE most important figure in industry's post-war planning today is the sales executive. On his shoulders rests the responsibility for supplying a major proportion of the peacetime jobs just as surely as our war effort depends upon the genius of production engineers.

Top management has only partially recognized the post-war stature of the sales executive. To be sure, many companies have appointed sales people to head up post-war planning activities, but this is often more the result of availability than it is a clear understanding of the place of sales in the post-war era.

The Task Looms Large

The sales executive's task is far bigger than is generally appreciated. Besides finding jobs for the 10 million men in the armed services, industry must also find work for millions now employed in manufacturing. Harvard University's famed economist, Dr. Alvin H. Hansen, recently estimated that 5,200,000 people now in war industry would lose their jobs when peace returned. Although the pent-up demand for peacetime goods will be enormous, Dr. Hansen could only visualize 1,200,000 jobs which would be created in the manufacturing field as an immediate result of war's end.

While our industrial machine is producing 200 billion dollars' worth of goods and services annually under the pressure of war, it never has handled more than 100 billion dollars' worth in any peacetime year. Thus, the sales executives of American industry face the problem of creating new products and uncovering new

markets to fill a substantial proportion of this gap if full employment is to be provided after the war without large-scale government intervention.

In other words, the sales field—retail and wholesale—assumes responsibility for what amounts to a defense of the free enterprise system. The quality of sales leadership and planning ability *now*, therefore, may well determine the political and economic future of this country—if not the world.

The strategic position of the sales executive in the post-war picture is often overlooked. The pressure for war production has caused many concerns to put abnormal emphasis on engineering and manufacturing. Both are twice removed from the ultimate consumer and respond slowly to the changed market requirements, even when they are prodded by the sales department.

After the war production will need to be subordinated to sales. This will involve a new management concept for many concerns that have been directly or indirectly involved in the war effort. For three or four years, practically every action taken by war industry has been dictated by the need for getting the goods out regardless of cost. The automobile industry learned to make changes in designs of Bofors guns, airplanes and other implements of war after the production line had started to roll. This involved great expense and was unheard of where automobiles were being turned out, but total war made new economic rules.

The only customer to be satisfied was the military, and they were so anxious for production that minor shortcomings were gladly shrugged off. If deliveries were a little late, or one manufacturer had to be paid \$500 for the same gadget another manufacturer produced for \$250, it was of no consequence.

The present management of many concerns has been operating in this rarefied atmosphere for a long time.

Engineering and production have had managers, with practically no check-rein to keep them on the straight-and-narrow path of cost consciousness.

The whole post-war problem, on the other hand, involves meeting the highly critical requirements of a free market. To be sure, the appetite of this market will be whetted by a long period of enforced abstinence. But on the other hand, the wartime advertising of many manufacturers has led the consumer to expect something newer and better than he has ever been able to buy before.

The electrical equipment manufacturers, for instance, have been selling to one customer, the Government, for several years. They will find suddenly that design, delivery and production costs once again govern sales volume, that the get-it-done-at-any-cost habits which have been formed during wartime are not easy to shed.

A study of the post-war planning efforts of industry conducted recently by McKinsey & Co. indicated that responsibility for such planning was usually scattered. For example, three out of four concerns regarded post-war planning of so little importance that it was only a part-time job. The committee method with collective or divided, rather than individual re-

Editor's Note

For the first time that many of us can remember, any one who is willing to work can get a job paying better than subsistence wages. Farms and factories were never so busy, national income is 70% higher than the greatest peacetime year, 1929.

No wonder people everywhere are saying, "If we can build and raise so much, and employ so many, for *war*, why can't we do as well when *peace* is declared?"

They see the current better times as the result of the planning by the Nelsons, the Wilsons, the Kaisers. This is the era of the production executive. Sales executives receive no credit for today's full employment.

But tomorrow—and tomorrow may come very soon—the sales executive will be held responsible for keeping busy the vast plant which the production men have created and which they can convert quickly to civilian requirements.

Many of these sales executives do not see the great *responsibility* which will be forced upon them—or the *potentials* which will be theirs—or the *rewards*, both material and spiritual, which they will reap if they succeed—or the *penalty* which they will have to pay in increased power to the state and unions if they fail.

We urge you to read—and then ponder long and deeply—the message to you in Mr. Patton's article.—THE EDITORS.



I Can Prove It's the
**BEST DAM
 MARKET**
 IN THE WORLD!



I love industry payrolls, and Knoxville's got 'em!

From the industrial worker's standpoint there isn't even an argument—Knoxville is easily the best *dam* market in the world. Knoxville is the very heart of TVA—the largest single power system in the world: 19 huge dams producing 11% of America's hydro-electric power. And naturally many of the largest industries in the world have come to Knoxville to utilize this enormous power pool. They have come with their tremendous payrolls—plants like Aluminum Co. of America; Eastman; DuPont; Rohm and Haas; some of America's largest textile mills.

KNOXVILLE ALREADY A GIANT INDUSTRIAL EMPIRE



**WORLD'S LARGEST
ALUMINUM PLANT**



**ONE OF WORLD'S LARGEST
THERMOSTAT PLANTS**



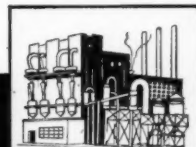
**SOME OF AMERICA'S
LARGEST TEXTILE MILLS**



**IMPORTANT COAL,
ZINC, COPPER MINES**



**PLASTIC AND
CHEMICAL PLANTS**



**CLINTON ENGINEER WORKS
HUGE WAR PROJECT**

Bank debits are an accepted index to business activity, and Knoxville is far ahead of the South in bank debit gains. Metropolitan Knoxville today has over 200,000 population! And this astonishing growth is a permanent growth—because Knoxville's industries are permanent. That's why the almost miraculous development wrought by TVA has made Knoxville the city with the greatest future in America. Whatever you do, don't overlook Knoxville.

**KNOXVILLE TODAY IS LEADING THE
SOUTH IN BUSINESS GAINS!**



sponsibility, was shown by this survey to be widely used.

If this trend continues, and the sales executive is not in a position to guide the pattern of post-war activities, his company runs the risk of its product losing out to competition when the squeeze begins after the war.

Although the sales executive faces many problems which cannot be solved finally before the war ends, a majority lend themselves to at least a partial solution today. A sales organization cannot be rebuilt, of course, until the young hustlers now in the Army or the Navy come home. However, the qualifications of jobs to be filled can be sketched out and matched against the manpower that is expected to return. In other words, the blueprint can be drawn, even though the materials for the structure are not now available.

The same open-end conditions exist where raw materials are concerned. No decision can be reached on the final make-up of a new or re-designed product, but experimentation can be conducted with various materials until the day when the desires of the market place and the cost of the raw materials are definitely known.

A well-organized approach to post-war planning is essential to prevent waste motion and insure adequate coverage of the factors involved in a broad program. The sales executive must have an important voice in the post-war plans of *every* department. Old products may require re-designing to meet changed conditions. New products should be launched to insure progress in a world where standing still is considered a sign of going backwards.

In either case, only the Sales Manager can translate the desires of the consumer into a product designed to meet not only demands for quality, but for a low enough cost of manufacture so that it can reach the largest potential market.

Under ordinary conditions, the sales executive could do his planning on the basis of a day-to-day referendum as to public likes and dislikes. The necessity for selling in a competitive market would see to this. However, most products in recent years have either been sold to the Government or rationed to buyers who would take practically anything offered for sale at any price. "How would my product sell in a competitive market?" is a question which must be answered

if planning is to be put on solid ground.

Products must be re-assayed in the light of changing consumer requirements. It is no secret that many customers in the lower income group have had a taste of quality which will continue to be a factor in the marketplace long after the war has ended. While the income of this group may be cut, their desires will remain on the high plane reached during the war boom.

Many products will need consumer surveys to point up the changes which have occurred since the early days of the war. The techniques involved in tapping Mr. and Mrs. Consumer's pulse have advanced considerably in the past five years. The point-of-sale survey, digging for specific product and competitive information while the consumer is making a purchase, has eliminated much of the guesswork resulting from the older questionnaire-type studies which queried the customer at home or away from the point of purchase.

Consumers the "Engineers"

When completed, these point-of-sale surveys provide the engineering and manufacturing divisions with specifications around which a new product can be built, or an old one remodeled. The consumer—not the engineering or production department—writes the "specs."

Consumer acceptance of established products will be put to a severe test in the post-war era. The consumer has been led to expect new products and new ways of doing things that break with the past. The manufacturers who avail themselves of new raw materials and re-design products to meet the real rather than fancied needs of the consumer, will offer a serious challenge to products which have resisted change.

New products fall into two major groups: (1) products which complement or naturally fit the present line and (2) entirely new, unrelated products. It is surprising how often a re-appraisal of the product line uncovers sizeable potential markets which have been overlooked for years. A well-known industrial equipment manufacturer recently re-surveyed the market and discovered that his specialty could readily be adapted to serve another field. This would more than double the potential market, and could be sold without materially increasing the sales force.

Another point to consider when re-appraising a line is the trend toward group selling. A leading producer of men's wear not long ago uncovered

On November 23, 1942, we inserted the following advertisement in the newspapers. The thoughts expressed in it are even more important today than they were when first published.

MONEY TALKS

Make it speak the only language
the Axis understands:

THE RUMBLE OF TANKS
THE ZOOMING OF PLANES
THE CRACK OF RIFLES
THE ROAR OF CANNON
THE BURSTING OF BOMBS

BUY WAR BONDS

INTERNATIONAL BUSINESS MACHINES CORPORATION



GOOD WORK, MRS. WHITE!

When Mrs. White received that certificate of merit, she was a mighty proud woman. And she took it right back home and framed it . . . to show to her husband when he got back from war.

There are thousands of Mrs. Whites—and Mr. Whites, too—who regard their home front citations with justifiable pride. Certificates which put their good work on the record are a fine business investment, and help improve labor relations. Certificates of Awards, club membership certificates and diplomas are equally important. But in each case these documents must look important. They are best produced by specialists . . . and experience helps a lot too!

R. O. H. Hill, Inc. is America's outstanding specialist in the production of certificates, announcements and other "Ambassadors to American Business." When you need a Graphic Arts Ambassador, not just a printed messenger—it is a Hill job! The service is complete—includes creation of the idea if you so desire. It is used by 75% of the top 500 in American industry. You can use it to your advantage, especially during this year of post war planning. Ideas, prices, suggestions by return mail—on request.

CHECK LIST:—On "Ambassadors to American Business" you may need soon:

Special announcements

Business Cards

Letterheads

Certificates

Family resemblance stationery

R.O.H. HILL, INC.

270 Lafayette Street, New York 12, N. Y. • Tel: CAnal 6-6340

963,650
Families
CAN'T BE WRONG!
as the market in
which to sell your
Product

**CHICAGO SELECT
NEWSPAPER GROUP**

Chicagoland's Most Pow-
erful Advertising Medium
offers you over

900,000
HOME-DELIVERED
CIRCULATION
concentrated within

CHICAGO
and 30-mile area

Greater than the home-delivered
circulation of all Chicago Dailies
combined!

**SAVE
NEARLY 25%**
on this 92-paper
combination rate.

See our regular listing in
Standard Rate & Data un-
der Special Newspaper
Advertising Services.

CHICAGO SELECT NEWSPAPER GROUP

EUGENE R. FLITCRAFT, Mgr. Dir.
64 E. Lake St., Chicago 1, Ill.
Phone ANdover 3311

NEW YORK: 40 East 49th Street
Plaza 3 8636
PHILADELPHIA: 709 S. Washington Sq.
Lombard 1982
WEST COAST: 15 East de la Guerra
Santa Barbara 4405
Los Angeles



A Dream Comes True

A large bid for recognition of the Middle West in national merchandising and sales promotional circles came when the Advertising & Sales Executives Club of Kansas City announced the purchase recently of this modern, completely equipped building, in the heart of the city's financial and business district, for its club rooms. In it there is ample space for class rooms, business offices, library, banquet and assembly rooms, coffee shop and bar. It is the realization of the dream of Murrell Crump, advertising manager, Sinclair Coal Co., who is serving his second term as president of the club.

a demand among its dealers for a line which fitted into existing lines, and added a \$50,000,000 market.

The manufacturer launching a completely new product would do well to proceed warily. The risks and probably rewards should be carefully weighed, for the decision to market a product which is unsuccessful has two important after-effects: (1) The losses are always larger than contemplated, as management invariably sends good money after bad in an effort to recoup. (2) One bad guess tends to discourage executives from taking the chances which are normal if a business is to progress.

The itinerant and expanding population of the country provide the shifting sands upon which a manufacturer's market is built. From the strictly geographical viewpoint, the market never has been as unsettled as it is today. Huge segments of the population have been moved bodily from one section of the country to another by the lure of high war wages. The unscrambling process has yet to begin, and the extent of the return to old pastures is still very much an open question.

However, the sales executive must keep closely in touch with the movement of his market. The time is coming when quotas will again be needed

to spur the selling organization, and to provide a check on the abilities of salesmen. Measurement of the market cannot await war's end, for the job is too big to put off until that late date.

The war years have at least partially obscured important changes in channels of distribution. For instance, the selected dealer has replaced to an increasing degree the broadside distribution through any retailer who will carry the line. The selected dealer cuts down the number of shots at a customer, but this is offset in many instances by the more effective selling possible by this method.

The successful exploitation of the selected dealer setup requires a well-rounded sales program. Advertising and promotion must be effectively integrated with a sound training of salesmen, who become in effect merchandising assistants to the retailer.

In the final analysis, the ability of America's sales executives to meet the challenge of the post-war "Battle of Jobs" means the success or failure of our way of life. The boys in the armed forces are going to have jobs after the war; they will be supplied either by private enterprise or by the Government. If industry's sales executives are provided with the proper authority and incentives, there can be little doubt of the outcome.

SALES MANAGEMENT

Glimpses into the wonder world of tomorrow



"And I'll carry these 12 quarts of milk"

Some day in 194(?) Mrs. Average Shopper decides to buy a *week's* supply of milk. And she gets—not 12 big quart bottles of milk, but 12 small packages wrapped in Cellophane! Later on she'll soak one in water. Presto! A quart of delicious milk—wholesome and refreshing.

Strange? No. That is a quart of milk after water has been expelled by dehydration. Dehydrated milk, eggs, soup and other foods are being shipped abroad to our Armed Forces and Allies in huge quantities. When every cubic inch counts, they're saving 50% to 90% on space.

This wartime development points the way to important improvements in merchandising and distributing foods after the war. Packaging will undoubtedly keep pace. Packages will be more convenient—will have greater protection from spoilage and soilage.

The packaging knowledge we have gained during eighteen peacetime years of research and development is now being amplified in the solving of many wartime packaging problems. This accumulation of experience will

serve well in post-war packaging and merchandising, in which we firmly believe Cellophane will play a vital part.

FREE BOOKLET

An interesting booklet containing other advertisements in our series, "Glimpses into the Wonder World of Tomorrow," is yours for the asking. E. I. du Pont de Nemours & Co. (Inc.), Cellophane Division, Wilmington 98, Delaware.

BUY WAR BONDS AND STAMPS

Du Pont Cellophane



BETTER THINGS FOR BETTER LIVING . . . THROUGH CHEMISTRY

FEBRUARY 1, 1944

[87]

Ten-Second Quotes from the A.M.A. Marketing Conference

American Management Association January conclave pulls over three times its previous high in attendance. Program embraces distribution trends, consumer buying habits, research, advertising, and recruiting and training to rebuild the sales organization.

Marketing Management Will Take on Scientific Attitude

DON G. MITCHELL,
Vice-President in Charge of Sales,
Sylvania Electric Products, Inc.
("Overhauling the Company's Sales Organization")

...To provide peacetime employment ...it will be necessary to achieve a total minimum (annual) output of \$140,000,000,000, or 40% more than was sold in the record peacetime year of 1929...

Selling is going to become less glamorous in its approach, but a lot earthier and more effective. In short, we as individuals and as a system are going to inculcate marketing management with the scientific attitude... The place to start is with a ruthless examination of our entire sales organization, of our sales practices... We must hold nothing sacred, however long we have used or had it. By the same token, we must weigh with all objectivity everything that is new to

JOB SEEKS MAN

One of America's big companies is looking for an advertising manager. The present occupant of the job is moving on up.

The man sought will be thoroughly experienced in his profession, though not necessarily in this particular business. He will be creative—a man with ideas, disciplined by good judgment.

He will know how to organize, to plan ahead, to keep the job moving. He will know how to work as a member of a team.

He will probably be somewhere between 35 and 45 years old. If he drinks, it will be in moderation. If he has any pronounced economic or social philosophy, it will include a firm belief in the fundamental rightness of free enterprise.

He will be interested in a salary of from \$10,000 to \$15,000 a year—the salary depending on his qualifications. He will be happy at the thought of living on the Pacific Coast.

Do you happen to be—or to know—such a man? Correspondence will be held in strict confidence. But to lead to an interview a response must be complete and frank as to background, present situation, reasons for wanting to make a change. Special attention will be given anyone who admits his faults as well as his virtues.

PLEASE WRITE TO BOX 1062, SALES MANAGEMENT,
386 FOURTH AVENUE, NEW YORK 16, N. Y.

us, including the things we may once have considered and rejected.

There Will Be a Demand for More Thorough Sales Training

PAUL H. NYSTROM,
Professor of Marketing, Columbia
University
President, Limited Price Variety Stores
Association
("Major Trends in Distribution")

...Marketing in the post-war period is not only going to be very important to the life of this Nation, but it is also likely to become even more complex and technically difficult than it was before the war... There are likely to be new forms of marketing organizations, new marketing institutions, and many new experiments in methods and devices of distribution...

The planning and execution of marketing policies, the performance of advertising and selling, even in its routine phases, is going to call for an increasing scientific background and thorough training. Scientific training has thoroughly proved its value for the war effort... Similar methods are certain to be important... It is certain that we shall use the resources of scientific knowledge in the selection, training and supervision of post-war workers.

Post-War Production Will Do Much to Provide Buying Power

S. MORRIS LIVINGSTON,
Chief, National Economics Unit,
Bureau of Foreign and Domestic
Commerce
("Income, Buying Power and Post-War Markets")

...We have the buying power today to absorb a greatly increased production of civilian goods... One of the major tasks of business and Government... is to plan the (peacetime) transition so that the shrinkage in employment, in buying power and in confidence is as small as possible. The enormous accumulation of demands and of savings in the hands of both producers and consumers will go a long way toward offsetting some of the difficulties...

Post-war production will in large measure provide the buying power to pay for whatever volume of goods is produced. Since the larger reserves in the hands of consumers may be considered adequate against future contingencies even at a fairly high level of income, there will be a much more immediate desire to spend this income. Past experience as to how people's expenditures change with the changes in income offer plenty of clues as to potential markets, provided you can interpret them correctly.

SALES MANAGEMENT

Market Research Surveys Are Vital to Peacetime Products

ARTHUR P. HIROSE,
Director of Market Research and
Promotion, McCall Corporation
("Products, Markets and Research")

...Market research can give the sober analysis that will decide whether a new product should be introduced at all... While surveys among prospective users on new products are important, so also are surveys among the dealers, wholesalers or suppliers who will have to sell these new products... Certainly market research surveys are necessary to each company to find out exactly what its customers and suppliers are expecting in the way of product improvements—radical or otherwise—and how soon after the war they expect such products changes...

Among the factors resulting from the war that will affect markets will be changes in age groups and income levels, shifts in the distribution of the sexes, further population shifts, a decentralization of population, a growth in newer, smaller communities, changes in distribution and changes in industrial markets themselves.

Sober Research Will Correct Much of War's Maladjustments

WILLIAM J. MOLL,
Geyer, Cornell & Newell, Inc.
("What Consumers Want in Post-War Products")

...As Field Director of the Chamber of Commerce of the United States, and as Director of its Post-war Consumer, Industry, and Civic Surveys, I have... talked with many heads of industry and to many groups of business men, both large and small... We began work with a survey of consumer buying intent for the six months following war's end... The figures are conservative... solely a reflection of current consumer buying intention...

Roughly 64% of the families in the United States believe they will make purchases of one or more major articles within six months after the war is over... The report indicates that there is a declared accumulated savings of about \$51 billion...

But families are not the only consumers in our post-war economy... Retail and service businesses, distributing businesses, hotels and restaurants, utilities, and many industrial plants... also intend to buy... Researches are currently under way...

To meet and accept the challenging opportunity which is now before us, we must work to correct war's maladjustments by sober, careful research, and appropriate private and public policy based thereon.

You Can Say it AGAIN in '44

...to an even greater market than ever! And 610 on the dial gives you complete coverage of the best market in Florida... and one of the best markets in the South.

Miami's (Dade County) effective buying power \$346,888,000--up over \$86,600,000 in '43 over '42... with a population increase of 14.7.*



National Representatives
GEORGE P. HOLLINGBERRY CO.
Southeast Representative
HARRY E. CUMMINGS

5,000 WATTS * 610 KC * NBC

WIOD Covers This New Rich Market
As Completely As Miami's Magic Sun

WANTED

Outstanding Sales Executive Who
Can Sell and Eventually Manage Men

Should have practical experience in the construction field or in selling industrial products to industries. Record must stand the closest scrutiny. Preferable age, in thirties or early forties.

Should have the qualities that enable him to prove his own success at selling, and to qualify later for a position as regional field manager. We are an established company with a national reputation for quality products, many of which are employed directly and indirectly in war activities and which offer post-war future of great promise.

If you think you are the man, write us today, telling us where you have been working, where you would prefer to concentrate your activities, give your business background, salary requirements and achievements.

Box No. 1063, Sales Management, 386 Fourth Ave., New York 16, N. Y.

How strong is H



THE DESERT FOX IS BACK

Still Adolf's boy, despite his being run out of Africa, is Field Marshal Rommel. Can we out-general him to crack "Fortress Europe"?



MINIATURE BATTLEFIELDS SAVE LIVES

This Signal Corps photo shows the amazing detail and realism of the dioramas our Army uses to familiarize troops with the terrain they are about to enter. Into each of them goes a vast amount of data from the war theatre it will depict. Miniatures like these will save thousands of lives in our all-out invasion of "Fortress Europe."

Hitler's "Fortress Europe"?

THE ROAD TO BERLIN is blocked by the greatest defense system in war's bloody history.

Nazi cunning has constructed an elaborate setup of defense-in-depth that takes full advantage of every natural barrier. Coastal zones are zig-zagged with gun emplacements, beaches buried with land mines. Behind these are tank barriers, still more fields flowering mines, forests bristling with hidden artillery nests. It's the work of the devil, himself.

Can American courage and ingenuity crack it?

Hal Borland, writing in the January issue of *POPULAR SCIENCE* Monthly, says very simply, "*We know the magnitude of the job, and we know that it can be done, and will be done.*"

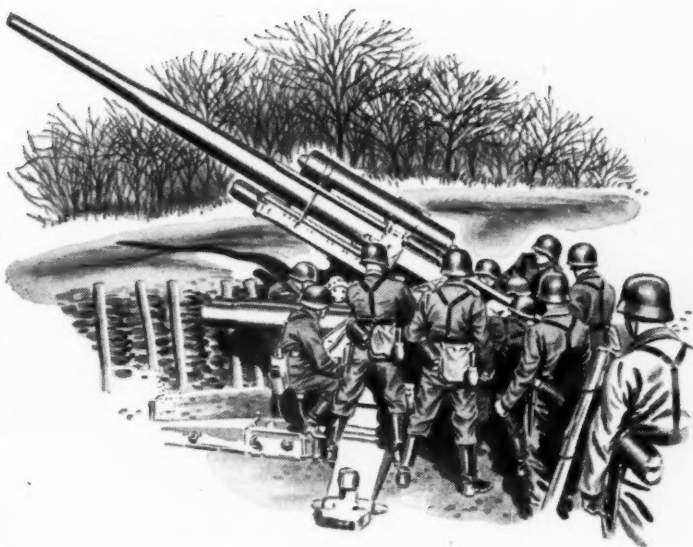
In two short years American ingenuity has built up an arsenal—and an adeptness at utilizing it—more than a match for Axis trickery.

American Ingenuity at Work

Precision bombing is the Norden bombsight and American ingenuity. Accurate, mobile tank fire is the gyro-stabilizer and American ingenuity. Liberty ships, Higgins landing barges, the self-sealing fuel tank, radar, etc.—all are end products of American resourcefulness and inventive genius.

So long as we have a nation of men consumed with a burning desire to know "*HOW to get things done*" . . . we have a nation that cannot be held back, war or peace.

This we know, and know well. For more than seventy years *POPULAR SCIENCE* has served a growing army of



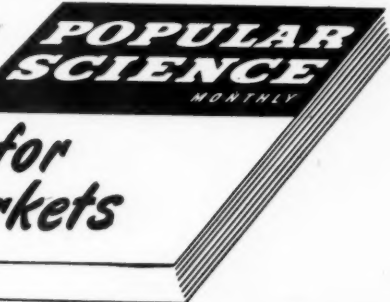
such mechanically-inquisitive men. Today it numbers more than 700,000 *pacemakers* . . . an active audience held together by one of the most versatile, vitally alive editorial jobs in all magazine publishing history.

You'll find industry's presidents here — plant superintendents, engineers and electric welders, too—all brothers under the skin when it comes to a common concern with the "*HOW*" of things. They read this news-picture magazine of science and industry avariciously—*continuous editorial surveys show that.*

Spearhead for Post-War Markets

There is no magazine audience in America today quite like these men. They're your *first buyers for themselves*, they're your *advance sales force with their friends and neighbors*. They're your spearhead for post-war markets. And you can command them, as a unit, only through the busy pages of *POPULAR SCIENCE* Monthly.

THE NEWS-PICTURE MAGAZINE OF SCIENCE AND INDUSTRY



*Spearhead for
Post-War Markets*

NEW YORK • CHICAGO • DETROIT • SAN FRANCISCO • LOS ANGELES

FEBRUARY 1, 1944

[91]



"Hi, Sweets; I'm not working my way through anything
—I've no one to support and any profits that come my
way I'll probably spend at Kelly's Cafe!"



Heller & Co. Start Advertising Factoring Service to Business

IF you will turn back to your SALES MANAGEMENT of December 1, 1939, you will find a story about a business device called "factoring." Factoring, it was there explained, is very old. The East Indies Company and the Hudson Bay Company were factors. Factoring had been used by the textile trade for centuries.

The reason for that story was that factoring had been blooming anew, reaching out and developing in the Central West. It had been solving many depression-time problems. Walter E. Heller & Company, factors in Chicago, had just completed a year's business which totaled in volume \$55,000,000. That seemed then a big figure.

Recently a series of unusual advertisements appeared in daily newspapers in 15 major cities east of the Rockies. It was startling advertising. Thou-

sand-line space was used. One was headed: "Could You Use \$500,000 . . . Tomorrow?"

The advertising was placed by the Heller organization. A reporter for SM went back to the Heller company to find out about it. He learned that Heller's volume had risen to \$177,000,000 in 1942 and that the 1943 volume will probably reach \$200,000,000. No flash in the pan, that!

We never had seen any large display space advertising factors anywhere. Here evidently was something new. Arthur H. Richland, vice-president of Walter E. Heller & Company, was asked how come?

"We believe," he said, "that the time is ripe to tell about the service we perform. It is too little known. Simple reasoning, isn't it?"

In launching its campaign the Heller company employed refreshing

reasoning. Its first step was to place the promotion in the hands of Weiss & Geller, Inc., Chicago. One reason this agency was chosen was because it had never handled a financial account. The next step was to specify that the advertising must not appear in the financial section of the newspapers employed. Copy and copy form also blazed a new trail.

"Our object in using this type of advertising," explained Mr. Richland, "was to catch the interest of the fellow who never realized the advantages of doing business with us; the business man, large or small, who never has had any idea of how a factor functions. The primary purpose was to establish new contacts. We are inviting lawyers, accountants and others to write to us in behalf of their clients.

Ad Draws Surprising Results

"We are inviting them to ask us (a) in what way we can assist manufacturers or others who need more money in their business; (b) how our funds can be used to make money for them; (c) why we can do things that banks can't do for them. Factoring, generally speaking, is little understood. Putting it briefly, we begin where the bank leaves off."

One of the several advertisements appearing in leading newspapers in the Central West was headed with this stopper: "This Advertisement Is Addressed to Five Concerns Each Needing \$500,000 . . . Tomorrow."

Body type, without display other than a few scattered italics, said:

"This is the most forthright advertisement ever published by a financial house. And advisedly so.

"The tempo of the day and the temper of industry's needs, under the lash of war, call for unvarnished words and shirt-sleeve facts.

"Accordingly, we say that you can have our check for \$500,000—*more* if you need more . . . *less*, if less is called for—on a basis that will *solve* rather than *involve* your problems. And you can have it in an incredibly short time—if there is a reasonable relationship between your worth and the amount of money required. And provided we can help you make money with reasonable safety to ourselves.

"Whether you want this money to pay heavy taxes, purchase needed equipment, buy out a partner, handle more business with your present capital—or for any other vitally important purpose—you will be free to follow through with your plans without the need for repaying this money at the expense of your operation.

"Under our plan of financing, cur-

104 Years Ago—



The Post-Gazette Reported An Air-Mail Flight

BACK in 1840, the Pittsburgh Gazette advised its readers that—"Clayton's Aerial Mail Packet, will, in a few days, take its departure from PITTSBURGH and cross the Allegheny Mountains for the East. Letters and Newspapers carried with Despatch."

The attempt was made on May 3. The Gazette ruefully reported the next morning—"Balloon Takes Off for Atlantic Seaboard—Crashes Twenty Miles East of Pittsburgh." But no lives were lost and the mail was returned to its senders "for other arrangements."

The Post-Gazette has been a consistent believer in aviation's place in commerce and transportation—as well as war. It campaigned for a first class airport in the 1920's and the city and county joined in building it. Now a second great airport is nearing

completion; when the big post-war push in aviation comes. Pittsburgh will be ready for it.

The destinies of the Post-Gazette are irrevocably linked with those of the community it has served for five generations and has seen grow from a frontier village of log huts to the nation's industrial capital . . . a community that is alert to progress and opportunity and ready to keep pace with the times.

PITTSBURGH POST-GAZETTE

Founded 1786

REPRESENTED NATIONALLY BY PAUL BLOCK AND ASSOCIATES

New York • Chicago • Philadelphia • Boston • Detroit • San Francisco • Los Angeles • Portland

FEBRUARY 1, 1944

[93]

Wichita - - KF H

"BOOM TOWN" TWINS



Pictured are Jerry Kent Hill and Jimmy Kent Hill, bright-eyed twin sons of Mr. and Mrs. Kent Hill—Hall-Gentry Studios

Everything Goes *Double* in Wichita! . . . in babies, and in sound, solid sales gains. Wichita is *first* in the booming Southwest with more than \$16,000,000 in retail sales monthly; *second* in the entire nation in record-breaking sales increases! And, Wichita's fabulous aviation industries will *stick* in the global progress of air transport with the return of peace. Good reasons, all, to *Stick to That Selling Station* in Kansas' richest market.

KFH

CBS — 5,000 WATTS DAY & NITE — CALL ANY PETRY OFFICE



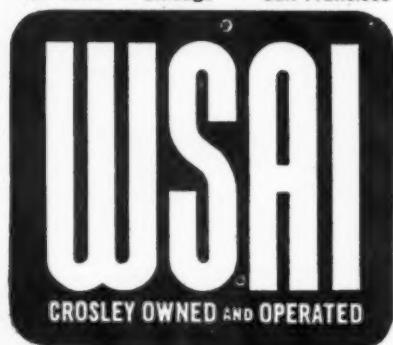
AUDIENCE BUILDING PROMOTION



WSAI's Audience-Building Promotion is **GREATER**, in actual **VOLUME** of advertising promotion used, *than that of all other local Cincinnati stations combined.*

5000 WATTS—DAY AND NIGHT
BASIC BLUE NETWORK STATION

National Representatives: SPOT SALES, INC.
New York • Chicago • San Francisco



rent ratios are not the controlling factors. The cash you will get from us, under ordinary conditions, will be at your disposal indefinitely. In effect, it serves as capital money.

"Frankly, our charges are higher than bank rates. But figured on a basis of end-results, they are extremely reasonable.

"You may communicate with us in strictest confidence regarding our ability to meet your specific needs. Write, 'phone or wire today."

Results were surprising. It seems that there are many men, and many companies in times like these, who can use \$500,000 if available promptly, without red tape. Some cranks and flighty ones, of course, responded. Selection weeded these out automatically. On the other hand there were sound and logical prospects. One, to point to a case, needs money to finance a going business with an expected volume of \$30,000,000 a year in post-war business. There were many ranking in in-between brackets.

Here's How Factoring Works

Factoring, if you want to know how it works and how it differs from banking, can be summed up something like this:

Bank loans are usually made for sixty or ninety days. They may be renewed of course. But at the outside, according to custom, they must be paid within a year. Banking laws have a lot to do with that. Bank loans are not capital money.

The factor, on the other hand, performs a function which the bank, being a depository of public funds, is unable to do. Basically, it is the business of supplying funds which serve as *capital money*. In other words, it means that the money can go into the business and stay there as long as needed. Banks in many instances, faced with problems they are unable to solve, are suggesting more and more that their clients go to a factor.

Summarizing the functions and duties of a factor, the story might be pictured something like this:

The factor buys outright, without recourse, the receivables on the client's books. It isn't a loan. There's no short-term paper. The factor takes over and operates the company's credit department; the factor collects. The factor stands all credit losses. This puts the business of the company being factored on a 100% cash basis.

Thus each day as credit sales are made, they are converted into cash. The factor's compensation is in the form of a commission. The size of the commission depends upon the nature of the business and the credit risk taken.

1944 MODEL:



How would it have looked, if impatient neighborhood tinkerers hadn't gone to work on it in 1897?

SOMEBODY dug this old print out of our files, and wanted to know if anybody ever RODE in such things. They did, but not for long. Fortunately, the above model was changed for the better. And the home tinkering experts hastened the change.

Clifford Sobell
Advertising Director
FAWCETT PUBLICATIONS, INC.

THE 194X helicopter may someday look as silly as the 1897 job you see above.

If it ever does—then you may be sure America's mechanical neighborhood tinkers had something to do with the difference.

You see, these neighborhood experts are impatient with mechanical *status quo*. They like to see things changed for the better. And quite frequently, they'll go to work and do the changing themselves.

These are the fellows—over 400,000 of them per month in 1943—who read, from cover-to-cover, *Mechanix Illustrated*. And each of the 400,000 is a "neighborhood salesman"—each with his own sphere of influence in today's vast wartime repair-and-replacement market...not to mention the vast coming markets of the postwar "world of tomorrow".

* * *

Why do you suppose patent attorneys consistently use *Mechanix Illustrated*? Be-

FAMOUS WORKSHOP HOBBYISTS GYPSY ROSE LEE

Between starring in Broadway shows, writing books and scripting plays, famous and attractive Gypsy Rose Lee relaxes by making things in her own home workshop. Like thousands of other hobbyists, she reads *Mechanix Illustrated* for news and guidance on "How to build it".



cause our readers are forever inventing something.

Why do you suppose engineering correspondence courses sign 12-time contracts in *Mechanix Illustrated*? Because our readers are forever learning something.

Why do you suppose supplies and materials manufacturers throng the pages of *Mechanix Illustrated*? Because our readers are forever making something.

Why do you suppose over 95% of the advertisements in *Mechanix Illustrated* are keyed for direct response? Because these advertisers know, from tested experience, that our readers are forever buying something.

What more, Mr. Advertiser, can you ask of an advertising medium?

Everything mechanical has its nuts and bolts. Here are some of ours:

Mechanix Illustrated has the largest newsstand circulation in its field in America: 97.5% demand newsstand sales, as against less than 50% newsstand averaged by the other 2 in our field. Three years ago our circulation was 170,000 copies at 10¢. Our average for 1943 was better than 400,000 at 15¢. In the first six months of 1943 alone we gained 47.7% circulation, against 9% and 2% for the other 2 in our field. In the same period we pulled 936 primary readers per advertising dollar as against 839 and 776 for the other 2 in our field.

Most of our advertisers came in on a test basis—depending on results. Most of them are still in—still on the basis of results. Test us yourself in 1944. We will be content to stand or fall on how we can pull those coupons in.

One of the Great Family of Fawcett Magazines

MECHANIX ILLUSTRATED

FAWCETT PUBLICATIONS INCORPORATED

NEW YORK 18: 1501 B'way...Longacre 3-2800

CHICAGO 1: 360 N. Michigan Ave., Cent' 15750

LOS ANGELES 14: Simpson-Reilly, Ltd.

Garfield Bldg.....Michigan 7421

SAN FRANCISCO 4: Simpson-Reilly, Ltd.

Russ Building.....Douglas 4994

The client as a result can eliminate his credit department; he can reduce his bookkeeping costs; he can eliminate collection costs. He does not have to spend time going to banks for intermittent loans. He can devote his time either to manufacturing or to selling.

If quick money is needed, such as money for buying raw materials, he can get it from his factor. If he needs the money for ten days or thirty days, he pays his factor for the money only for the number of days it is used. He does not have to get a bank loan for sixty or ninety days or a year. He

doesn't have to carry a balance of 20% at the bank, as is customary, so he isn't paying interest on money he is not using.

Unlike the bank loan which is in-and-out money, the factor puts his money into a concern and is pleased to leave it there as long as it is needed. He provides revolving funds as long as the business goes along. That's why the factor's funds can be considered capital money.

As long as the money can be used to advantage the factor willingly allows it to stay there. He keeps his thumb on the pulse of his client's op-

erations and thus becomes a valued advisor. He acts somewhat as a governor on a motor car. He sometimes, through his understanding, can finance a business that has become shaky for lack of capital and thereby put the firm back on its feet.

Factoring in the Middle West got its start during the late depression. It pulled a number of enterprises out of coma and set them going anew. Extremely flexible in its operation, it has likewise helped many businesses over the hump since the war started, by supplying urgently needed capital in a simple, quick way.

Re-designed for modern needs, factoring is still very old in America. It was an accepted method of doing business in Colonial days. Factors were in force during the Revolutionary War. Down through the centuries they have functioned in the merchandising of woolens, cottons and silks—in these commodities almost exclusively—until very recently.

Sales Agents Started It

Factoring had its heyday back in the days when communications were extremely slow, when credits were something vague and banking was in its formative period. In fact, it was almost necessary to commerce. Manufacturers then had only remote contacts with many of their customers. The original factors were in essence sales agents.

They would search the market, get orders, and ask for shipments from factories. Often the manufacturers, not sure of credits, would refuse to ship. The sales agents, who were closer to the retail picture, formed the habit of indorsing this on the order: "Please fill this order. We will guarantee payment."

Again, mills would find themselves in periods of lean times; they might find themselves without capital; they might find themselves unable to operate. The sales agents, wanting goods, would finance them and so put them in a position to operate again. Sometimes they would accomplish this purpose simply by guaranteeing the payment for raw materials. Many manufacturers were saved in this manner.

Factoring was reborn in the middle country during the recent depression years because opportunities for services reappeared. Now that the depression is gone the wartime boom has developed new jobs for the factors. Heller's \$200,000,000 volume in 1943 indicates the present-day opportunity. Probably the time is ripe for a factor to tell its story through advertising. It will be something interesting to watch.



An Ace in the Hole for Postwar Houston

In the making of an even greater America after the war, petroleum will play a most important part. Therefore, metropolitan Houston, the South's biggest city (according to a compilation made by the J. Walter Thompson Company, of No. 2 War Ration Books) and command post for the gigantic petroleum industry, is preparing now to meet the demands of a victorious nation for refined products of "black gold," which abounds in the many oil fields surrounding this metropolis.

The producing and refining divisions of the oil industry are expanding and rebuilding to keep pace with the ever-increasing demand for aviation gasoline, synthetic rubber, and the revolutionary new products of petro-chemistry for which the world has a definite need. Extensive oil fields, huge refineries and giant new synthetic rubber plants assure Houston of tremendous postwar activity in connection with the petroleum industry.

The petroleum industry, however, is only one of the many important industries making Houston the South's leading market.

As Houston grows, so grows The Houston Chronicle . . . first in this market in circulation and advertising for over 31 consecutive years.

THE HOUSTON CHRONICLE

R. W. McCARTHY
National Advertising Manager

THE BRANHAM COMPANY
National Representatives

TRANSIT CARDS

led them upstairs!

2ND FLOOR

133 GEARY ST.

Transit Card
Production by
Theodore H. Segall
Advertising Agency



THEODORE H. SEGALL ADVERTISING AGENCY
544 MARKET STREET * SAN FRANCISCO * TELEPHONE SUTTER 6557



December 11, 1943

Mr. Peter Hurst
Fielder, Sorensen & Davis
58 Sutter Street
San Francisco, California

Dear Mr. Hurst:

I want to thank you for the survey results which you passed on to me. It is most gratifying to know that the primary purpose for which we purchased car cards for Fred Benioff Company ... that of location identification ... is being accomplished so successfully and so quickly.

As you know, this firm's San Francisco establishment is located rather obscurely, on the second floor of a building, and identification is further complicated by name similarity with three other furriers.

The ability to impress the firm name and location in the 133 Geary Building, boldly and dramatically, was one of the major reasons for choosing car cards. It goes without saying that both our client and we are very pleased with the results obtained.

Naturally, our client has had direct reactions by which to judge, but it is good to have the additional substantiation of a disinterested survey.

Thanks a lot for the personal interest and grand cooperation you've given us on this business.

Sincerely,

Theodore H. Segall
Theodore H. Segall

Fred Benioff, San Francisco furrier, successfully overcame a location handicap through a card designed to emphasize name and address without detracting from product appeal.

Just another example of what Transit Cards can do for YOU!

Pacific Coast Transit
Advertising Representatives
Members N.A.T.A.

Fielder, Sorensen & Davis
San Francisco

Maynard Boyce, Inc.
Los Angeles

Traction Advertising Co.
Salt Lake City

Harwood Hoyt Fawcett
San Diego

Pacific N. W. Transit Adv.
Portland

Eastern Representatives
National Transitads, Inc.
Chicago, New York

Western

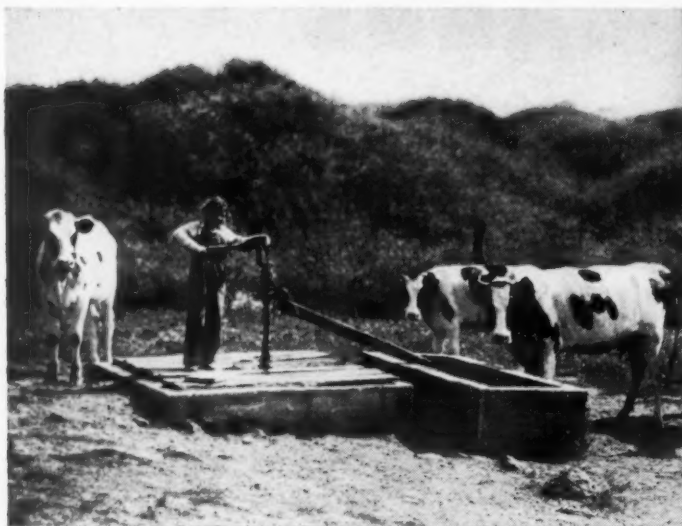
TRANSIT ADVERTISING

BUY "THE WHOLE PACIFIC COAST"—AS A PACKAGE
1 CONTRACT—1 INVOICE—1 CHECK

For Rate Information, See Standard Rate and Data Service

FEBRUARY 1, 1944

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Without running water (left)—the farmer's daughter has to pump water by hand for the cows to drink. With an electric water system (right) each cow has her own drinking trough in her stall. Result? She produces from 5 to 10% more milk.

Pump Industry Sees Huge Post-War Volume Potential on U.S. Farms

Manufacturers of pumping equipment and allied products have already learned that teamwork pays. Now they're initiating a co-operative program to reach the 83% of farms which are without running water, in order to create thousands of peacetime jobs.

Based on an interview by Lester B. Colby with

HERBERT C. ANGSTER

Executive Secretary & Director, National Association of Domestic & Farm Pumping Equipment & Allied Products Manufacturers, and Secretary, Electric Water Systems Council, Chicago

ONLY 17% of the rural homes in the United States have running water. Grappling with this situation, the organized pump manufacturers of the Nation are planning a post-war program which can be an important factor in continuing prosperity after peace comes. They have adopted as their battle cry:

"Running water in every home."

Their success can mean continued work for hundreds of thousands of men and women, not only in the pump industry, but in industries supplying it, for a long time to come. Pump manufacturers have been hit rather hard by wartime priorities and regulations. Pumps have been wearing out and demand for them has increased.

Sales under any circumstance, they contend, should be good. But what they are doing now to insure a greater and longer continued prosperity is to lay the groundwork for an education-

al campaign; to sell that great majority who never have had proper equipment.

This is the fifteen-year record of electric water systems in the United States:

Year	Units Sold
1929	123,000
1930	102,000
1931	76,000
1932	50,000
1933	57,000
1934	77,000
1935	109,000
1936	149,000
1937	182,000
1938	175,000
1939	220,000
1940	260,000
1941	347,055
1942	239,072
1943	155,000*

The above figures tell the story of what planning by an industry can do.

*Estimated.

(Production in 1944, under more liberal government priorities, considerably in excess of 1943 is expected.)

From 1929 to 1934, with the depression on, the business had not progressed. A five-year plan was inaugurated in 1934, and from then on until the war brought an abrupt stop to unlimited manufacture and sales, the development was impressive.

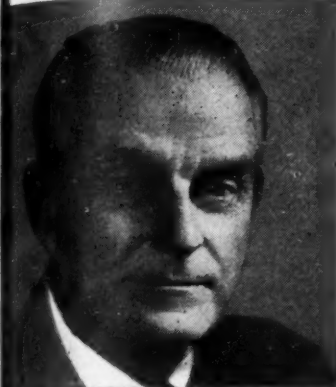
Today the industry is getting re-set for another drive. It plans the biggest campaign in its history. The immediate post-war objective is the production of 500,000 electric farm pumps during the first year after Victory.

Herbert C. Angster, executive secretary and director of the National Association of Domestic and Farm Pumping Equipment and Allied Products Manufacturers, and secretary of the Electric Water Systems Council of Chicago, told the story of the program to a writer for SM. He said:

Entire Industry Must Plan

"Our experience has shown us that to get the best results, planning must be done by an entire industry; better, by a whole industry and those who are its suppliers. A pump may cost from \$100 to \$150, but that is not all. If a new well is drilled, casing is needed. There must be piping to carry the water. Storage means tanks. Electric power means motors, gasoline power, engines. Unless these are available pumps cannot be sold.

"Proving that even an industry does not live alone, I have only to point to how the plan which raised the sale of electric water units from 77,000 in



Your Sports Poll is gaining reputation as the topmost authority on sports, and might be compared to the Gallup Poll on world-wide events

AUTHOR AND ARDENT SPORTS FAN

Stuckers Burt



I regard the poll as the only intelligent method of obtaining the public viewpoint on vital questions pertaining to sports. Esquire is performing a valuable service to the field of sports by conducting these monthly polls

SPORTS EDITOR, DETROIT FREE PRESS

Doc Stappert



I read the Esquire Sports Poll with interest every month. You're certainly giving a fine boost to sports at a time when it's much needed

FAMED FOOTBALL COACH

Carl L. Linder

PEOPLE ARE TALKING ABOUT...

The Esquire Sports Poll

COACH, TRAINER, ATHLETE, and fans—
you too get on the sporting beam with
the sure, sound and scientific Esquire
Sports Poll. The Sports Poll is the na-
tion's only sports opinion-o-meter...
measuring and quoting a wide variety of

expert and popular views on issues from
"Is Mr. Public a 'better sport' than his
Missus" to the more serious questions
of sports in wartime. Get the authentic
facts and figures on all the vital sports
issues...and a fund of good, solid

reading besides, in twelve yearly punch-
packed editions of the Esquire Sports
Poll. See current issue of Esquire...
on sale at your newsstand... TODAY

THE LEADING GENERAL MAGAZINE ON SPORTS

Esquire

FEBRUARY 1, 1944

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1934 to 347,000 in 1941 got started. In 1934 electric power companies were complaining that electric energy consumption had been falling off steadily for two years, especially in the rural areas.

"Their salesmen had been working in the electrified farm regions, trying to sell ironers, washing machines and dishwashers. Sitting in on a conference with a group of electric utility men, I asked this question: How could washers be sold to farmers if they had no running water? Sell them rural modernization, with water,

and electricity would be used for pumping, I pointed out. With the water, washer sales would follow. It would then be easier, too, to sell all other plug-in appliances.

"They became enthusiastic, and a meeting was set up for the following week in New York City. Manufacturers and utility men met, grabbed the idea, and a joint publicity and educational program was organized. The sales curve for the following years tells the story. I might say also that the program which helped to solve the power problem went a long

way toward answering the troubles of the pump makers.

"From that day on the manufacturers and the utility companies have worked continuously on a joint publicity program every year. How the possibilities of joint cooperation were underestimated in the beginning also can be proved by figures. The pump manufacturers estimated that under the first five-year plan offered they could, by the end of that time, bring sales up to 114,000 units in a year.

"What happened was that they sold 149,000 units the second year, 260,000 the fifth year, and 347,000 the sixth. But for the war, there is no telling how far we would have gone by now. The program has done more than sell water systems. It has brought about a closer relationship between dealers and the utilities. It also has tended to discourage the sale of water systems by the utilities themselves. They concentrate on their own part of the job.

Reader's Service Can Furnish These Reprints:

So You Need a New Payment Plan for Your Post-War Sales Force? By *Burton Bigelow, Burton Bigelow Organization, New York.* (5 cents each)

Do Housewives Want Grade Labels? A new survey. By *Philip Salisbury, Executive Editor, Sales Management.* (3 cents each)

Advertise—Or Be Forgotten! By *T. Harry Thompson, Gray & Rogers, Philadelphia.* (3 cents each)

The 20 Major Purposes of Wartime Advertising. (*Survey among 309 Companies.*) (3 cents each)

The Bureau of Foreign and Domestic Commerce—How It Can Help You. By *A. R. Hahn, Managing Editor.* (*Reprint of a series of seven articles, concluded in the November 20, 1943, issue, complete with organization charts.*) (10 cents each)

A Selected Reading List for Sales Executives and Their Salesmen. (10 cents each.)

Reprints of all Sales Management's articles on various phases of post-war planning are available. (Single copies, no charge. Multiple copies, 3 cents each.) For list of the most recent articles in this series see Sales Management for November 1, 1943, page 22.

Send orders and remittances to Reader's Service Bureau, Sales Management, 386 Fourth Ave., New York 16, N. Y. Because of manpower shortages we cannot fill orders which come without attached remittance. You do understand, don't you?

Sales Management

386 Fourth Ave., New York 16, N. Y.

Little Fellows Need Help

"There's another angle to the problem of inter-industries and intra-industry cooperation that I'd like to point out. There are today in the Nation approximately 185,000 manufacturing concerns. The number of employees averages 43 to a company. Eighty-two percent of them, or 151,000 have fewer than 43 employees. Only 18% more than 43. Only 3% of all employ more than 300 persons. Any company employing fewer than 300 workers cannot reasonably afford a research or statistical department.

"On top of all that only a comparatively small part of the smaller plants hold membership in trade associations. Thus, the few who are larger must make the plans for the industry, collect facts and statistics and carry on the general informative and educational work. These little fellows must be helped if we are to help the industry as a whole.

"Then, there is something else. Business executives today must go often to Washington. They must cooperate with the Government, and defend themselves against troublesome legislation. Politicians are prone to count noses. I'd rather represent the 97 small manufacturers than the three large ones out of each hundred.

"Politically, the little men, because there are so many of them, have far more influence than the few big ones. In addition to their force in numbers, they do not arouse the same suspicion that the big ones do.

"Any plan which does not include the lessening of government control after the war is not worth the paper it is written on."

SALES MANAGEMENT



It's a whisper that's growing every day—a whisper that perhaps you have overlooked in the rush of winning the war—but a whisper that many American businesses with their ear to the ground are hearing and heeding. Something **IS** brewing in today's new South and out of it is coming the most extensive and the richest merchandising frontier America has ever known. The new industrial South with its aircraft plants, mines, chemical plants, rubber plants, glass plants and myriads of new and stable industries together with the largest and richest agricultural production the South has ever known, is putting money in the pockets of the entire Southland—money that is ready and waiting to be spent on new refrigerators, new cars, new homes, new foods, new drugs and every kind of necessity and accessory that will make post-war living in the new South better than ever before. Now is the time to win good will, acceptance and friendship that will spell sales, both immediate and post-war, by advertising to today's new South in Holland's—the magazine of the new South!

The Southland Leads America in Gain in Department Store Sales!

Department store sales have risen 14% throughout America during the last 9 months—but they have literally *leaped* ahead in today's new South! Leading all of America in the percentage of gain is the Dallas Federal Reserve district with a 39% gain. And right on the heels of Dallas comes the Atlanta district with a 31% gain. Equalling the national gain of 14% is the Richmond district. Department store sales are just one of the multitude of whispers that are pointing the finger of the future at today's new South!

48% More Reader Interest in Holland's Than Any Leading Nationals

In today's new South there is 48% more reader interest in Holland's Magazine than in leading national magazines in proportion to circulation, according to a L. M. Clark Reader Interest Survey. And the reason's simple. Holland's offers *more* than just circulation, *more* than just readers with dollars. Holland's is *tuned* to the *character* of the South and holds the *confidence* of the South's best families. Holland's will help you put the welcome sign in the window for *your* products. A few choice color positions for your 1944 schedules are still available. Write, wire or phone today and be on the ground floor of the market that is brewing in today's new South!

Holland's

The Magazine of the New South

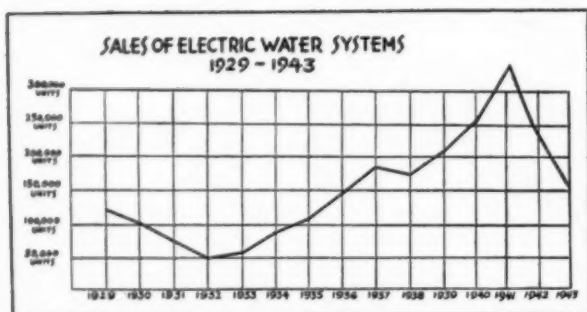
52 VANDERBILT AVENUE, NEW YORK 75 EAST WACKER DRIVE, CHICAGO
205 GLOBE DEMOCRAT BUILDING, ST. LOUIS
West Coast Representatives: SIMPSON-REILLY, LTD., RUSS BUILDING, SAN FRANCISCO
GARFIELD BUILDING, LOS ANGELES

★ DALLAS ★
★ TEXAS ★



Test Today's
New South
with Holland's





Planning by an entire industry acts like a hypodermic on a sales chart. A five-year plan inaugurated in 1934 brought this sales curve up considerably until the war interrupted the development.

The post-war planning committee for the water supply industry since summer has progressed importantly and is well organized. It already has set up specific objectives as follows:

1. The employment and re-employment of all labor as rapidly as re-

leased from the armed services or war work.

2. The production of greatly increased quantities of water supply equipment—from 30 to 50% more than was produced in 1941 by the industry as it now exists.

3. The publicizing of the abilities of the industry to produce the goods required by the post-war market.

4. The program is to include hand pumps, windmills, water systems and allied products.

5. To begin early preparation of interim reports which will be presented to the General Planning Committee for approval and release to the executive secretary for dissemination to the industry members on a continuous basis.

ALFRED P. BERRY

Directing Merchandising and Sales
in Major Variety Chain Stores

FOR

ATLANTIS SALES CORP.
BAUER and BLACK
JANUARY and WOOD CO.

381 FOURTH AVE., NEW YORK, 16, N. Y.

MERCHANDISING CONSULTANT

2 Success Stories

with an unmistakable relationship
to each other . . .

up 22%

. . . local lineage story for the
Chester Times in December over
'42

1st

. . . in Pennsylvania in rate of
increase—Chester's retail sales story
for December

Remember These Facts

when planning your new schedule.

Chester Times

The Only Daily Newspaper Published in
Pennsylvania's Third Industrial Area . . .
next to Pittsburgh and Philadelphia.

CHESTER, PA.



(Left) It isn't in a home on Chestnut Hill or the Main Line; it's a bathroom in a home on a farm near Wheaton, Ill. modernized to the hilt after the installation of an electric running water system.



. . . And this isn't a kitchen out of someone's post-war planning portfolio; it's still another example of what can happen to the American farm when a running water system has been added.

6. To consider the committee work a continuous job, but to set up their activities so that most of the work can be handled by correspondence, thereby keeping the number of meetings necessary to the lowest possible minimum.

The General Planning Committee is composed of: C. D. Leiter, The F. E. Myers & Brother Co., Ashland, O., chairman; K. M. Brower, The Dayton Pump & Mfg. Co., Dayton, O.; H. T. Park, Flint & Walling Mfg. Co., Kendallville, Ind.; Walter F. Deming, The Deming Company, Salem, O., and R. B. Baird, The Duro Company, Dayton, O.

Subcommittees also have been organized under these headings: Markets, Export Markets, Engineering and Production, Materials, Personnel. The Electric Water Systems Council also has its own committee.

"Planning for that first year after the war is vital and must be worked out now," Mr. Angster urges. "We shall start with the show rooms bare. We anticipate demand. But if we make 500,000 units, what value will they be to us unless we can get 500,000 motors from one allied industry and 500,000 tanks from another? And there'll have to be many miles of piping.

"That's another reason why post-war planning is bigger than the company and bigger than the industry. It's no use talking unless we can bring about inter-industry planning and co-operation. My observations so far have led me to fear that much of our planning does not go far enough. Too many of us see too little beyond our own doors."



Of course they can—and will! They'll meet—and break—their 4th War Loan quota by each selling at least \$200 worth of "E" Bonds to their customers and friends. They'll do you proud the way they'll help put this 4th War Loan over the top in record time!

You've probably already gone over your plans with your City War Finance Retail Chairman. If not, get in touch with him at once. One good way to make sure that all your people understand just how to make out "E" Bond applications, and how to go about selling their \$200 quotas, is to line your staff up in two rival sales teams, with captains for each floor, and lieutenants for each department. Explain how they can not only sell to customers in the store, but how they can call, or write, their charge customers and friends outside.

You're undoubtedly already following through with outside banners and store-wide displays to make everyone realize you're all-out for the 4th War Loan. There are some splendid posters to be had direct from

the Treasury, or from your local War Finance Committee. And, of course, you can make your own, too.

Here's a thought. Have you explained to your sales staff that each clerk who sells \$200, or more, of War Bonds will receive from the Treasury Department a special *individual citation* expressing the appreciation of the Nation for this vital wartime service? Set as your store's goal: "100% Citation Winners!" Tie this in with the natural team rivalry, and you have a powerful sales stimulant.

And here's another thought. People buy in about the ratio they are urged to buy. So give the Bond Drive a good play in your advertising, and don't fail to furnish each sales person with an inexpensive, *but prominent*, lapel card or button, reading: "We are selling War Bonds for the 4th War Loan."

And here's a final thought. The best salesman always "sells" himself first. Buy all you can as individuals. And buy all you can as an organization.

This space contributed to Victory by

Sales Management

This is an official U. S. Treasury advertisement—prepared under auspices of Treasury Department and War Advertising Council.

If you are not now—and you should be—an issuing agent for War Bonds, consult your War Finance Committee, or banker. No collateral required for "rated" stores.

Sales Management High-Spot Cities

Retail Sales and Services Estimates for March, 1944

So strong is the demand for merchandise, services and amusement and so great is the wherewithal that the March volume of trade will top any 1943 month except December. The increase ratio drops from 108.2 in February to 107.6, but March of course is always a much bigger trade month than February. The greatest gains, as pointed out in the third column on this page, continue to come from medium-size cities and especially from those which are busy with airplanes and airplane parts.



SALES MANAGEMENT'S Research and Statistical Department has maintained for several years a running chart on the business progress of approximately 200 of the leading market centers of the country. Among the ones shown in the following columns are those in which, for the month immediately following date of publication, Retail Sales and Services should compare most favorably with the similar period a year ago.

The estimates cover the expected dollar figure for all retail activity, which includes not only retail store sales, as defined by the Bureau of the Census, but also receipts from business service establishments, amusements and hotels. These last three items are forms of retail expenditure which belong in the grand total, since they are just as much examples of retail expenditures as the purchase of coffee in a food store or apparel in a clothing store.

Two index figures are given, the first called, "City Index." This shows the ratio between the sales volume this year and last. A figure of 126.0, for example, means that total retail sales and services in the city for the month indicated will show a probable increase of 26% over the similar month a year ago. . . . The second column, "City-National Index," relates that city to the total probable national change for the same period. A city may have a sizeable gain over its own past, but the rate of gain may be less than that of the Nation. All figures in the second column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National figure is derived by dividing the index figure of the city by that of the Nation. The third column, "\$ millions" gives the total amount of retail sales and services estimate for the same month as is used in the in-

dex columns. Like all estimates of what will happen in the future, both the index and the dollar figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Of greater importance than the precise index of dollar figures is the general ranking of the city, either as to percentage gain or the total size of the market as compared with other cities.

In studying these tables three primary points should be kept in mind:

1. *How does the city stand in relation to its 1942 month?* If the "City Index" is above 100, it is doing more business than a year ago.

2. *How does the city stand in relation to the Nation?* If the "City-National Index" is above 100, it means that the city's retail activity is more favorable than that of the Nation as a whole.

3. *How big a market is it?* The dollar volume reflects quantity of expenditures for sales and services. In the tables readers will find many medium-sized cities with big percentage gains but small dollar expenditures, many big cities with small percentage gains but big dollar expenditures.

After several months of gradually inching up toward the top, Evansville, Indiana, becomes the unquestioned leader among the cities of the Nation in city index. Other cities which have been improving in recent months and now are in the first five are Knoxville, Springfield, Mass., and Jackson, Mich. The 15 leaders are: Evansville, 149.1; Knoxville, 143.8; Springfield, Mass., 142.8; Jackson, Mich., 141.3; Wichita, 140.5; Oakland, 139.5; Muskegon, 136.2; San Jose, 135.2; Topeka, 134.2; Grand Forks, 132.5; Lansing, 132.0; Savannah, 131.5; Honolulu, 131.3; Austin, 130.7; Miami, 130.0.

San Diego, for the first time in a couple of years, is missing from the list of the 15 leading in gains—but this is only because a city cannot go on indefinitely showing tremendous increases over the year before. Business is actually well above the March, 1943, level, when the volume of sales and services was \$20.95 million, whereas this March the figure will hit approximately \$22.40 million.

(These exclusive estimates of retail sales and services are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from Sales Management, Inc.)

(Continued on page 108)

Suggested Uses for This Index

- (a) Special advertising and promotion drives in spot cities. (b) A guide for your branch and district managers. (c) Revising sales quotas. (d) Basis of letters for stimulating salesmen and forestalling their alibis. (e) Checking actual performance against potentials. (f) Determining where post-war drives should be localized.

As a special service

this magazine will mail 20 days in advance of publication, a mimeographed list giving estimates of 12-months' Retail Sales volumes and percentages for approximately 200 cities. The price is \$1.00 per year.

It's a small world After All...

Salerno . . . Rabaul . . . Kiev.
Two years ago most people would have flunked a simple geography test on those names. Today they're as familiar to the housewife as her ration stamps.

The experts tell us that modern inventions are shrinking the globe, but that doesn't account for this close-up knowledge of far-off places that we probably never heard of before the war. The fact is that our geography has improved only to the extent that our small world—the home and the social, religious, civic and business ties that center in the home—has become larger . . . with a son or daughter, a neighbor's boy, a relative or friend in service, fighting for the most local of all issues, individual freedom.

No matter where they may be, they, and their experiences, still make local news—just as much as the town meeting, the lecture at the women's club, the high school team, the fire on Main Street, the new tax proposal, bargain days, church news, births, marriages and obituaries.

Because interest increases as the news gets closer to home, the newspaper that chooses its daily output of news on a "neighborhood" basis can boast the most effective type of family readership — since for each member of the family it brings his own small world in daily review.



The standard size Nassau Daily Review-Star carries more local news to more than 33,000 families in the prosperous Hempstead Town market than any other newspaper . . . along with A.P. date-lines and a wealth of instructive and recreational features that cater to the interests of all. Part and parcel of the daily lives of these families, it provides the material of family conversations and discussions—and sits in as no other newspaper does on family shopping deliberations. In the Review-Star, your advertising copy strikes HOME, in one of the richest home markets in the country.

A Rich HOME Market

Effective buying income
\$384,898,000

Retail Sales
\$179,253,000

Occupied dwellings are
estimated at
74,899

92%
single
dwellings

78%
owner-
occupied

Income Per Family
\$4,657



Nassau Daily Review-Star

Published Daily Except Sunday—4c per Copy

HEMPSTEAD TOWN, LONG ISLAND, NEW YORK
EXECUTIVE OFFICE: ROCKVILLE CENTRE, N. Y.

NATIONAL REPRESENTATIVES: BOGNER & MARTIN — NEW YORK — CHICAGO

FEBRUARY 1, 1944

[105]

Sales Management High-Spot Cities

(Continued from page 104)

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month of the preceding year which equals or exceeds the national change.

RETAIL SALES AND SERVICES (S. M. Forecast for March, 1944)

	City Index	City Nat'l Index	\$ Millions
U. S. A.	107.6	100.0	6,100.00
Alabama			
★ Mobile	111.3	103.5	6.78
★ Birmingham..	110.0	102.3	17.32
Montgomery..	105.8	98.4	4.59
Arizona			
★ Phoenix	125.2	116.4	8.02
★ Tucson	122.6	114.0	4.09
Arkansas			
★ Fort Smith ..	110.5	102.8	2.27
Little Rock ..	104.4	97.1	5.72
California			
★ Oakland	139.5	129.7	36.75
★ San Jose	135.2	125.7	7.40
★ Long Beach ..	130.4	121.3	15.26
★ Pasadena	129.6	120.5	7.89
★ Los Angeles ..	129.0	120.0	115.04
★ San Diego	127.5	118.6	22.40
★ Berkeley	125.3	116.5	5.40
★ San Bernardino	125.2	116.4	3.70
★ Fresno	123.2	114.6	7.15
★ San Francisco..	122.3	113.7	51.94
★ Santa Barbara..	120.1	111.7	2.97
★ Stockton	118.0	109.7	5.14
★ Sacramento ..	111.7	103.9	9.78
Colorado			
★ Denver	115.4	107.3	23.37
Pueblo	93.2	86.7	2.45
Colorado Springs	91.0	84.6	2.90
Connecticut			
★ Waterbury	119.3	110.9	7.63
★ New Haven	117.4	109.2	13.75
★ Stamford	115.2	107.1	4.27
★ Bridgeport	114.9	106.9	11.55
★ Hartford	112.3	104.4	19.61
Delaware			
★ Wilmington ..	120.0	111.6	9.80
District of Columbia			
★ Washington ..	113.2	105.3	70.60
Florida			
★ Miami	130.0	120.9	15.53
★ Tampa	127.7	118.8	8.45
★ Jacksonville ..	122.4	113.8	9.67
Georgia			
★ Savannah	131.5	122.3	6.43
★ Atlanta	113.7	105.7	26.05
★ Macon	112.2	104.3	4.16
★ Columbus	110.3	102.6	3.32
★ Albany	108.4	100.8	1.45
★ Augusta	107.0	99.5	4.03

RETAIL SALES AND SERVICES (S. M. Forecast for March, 1944)

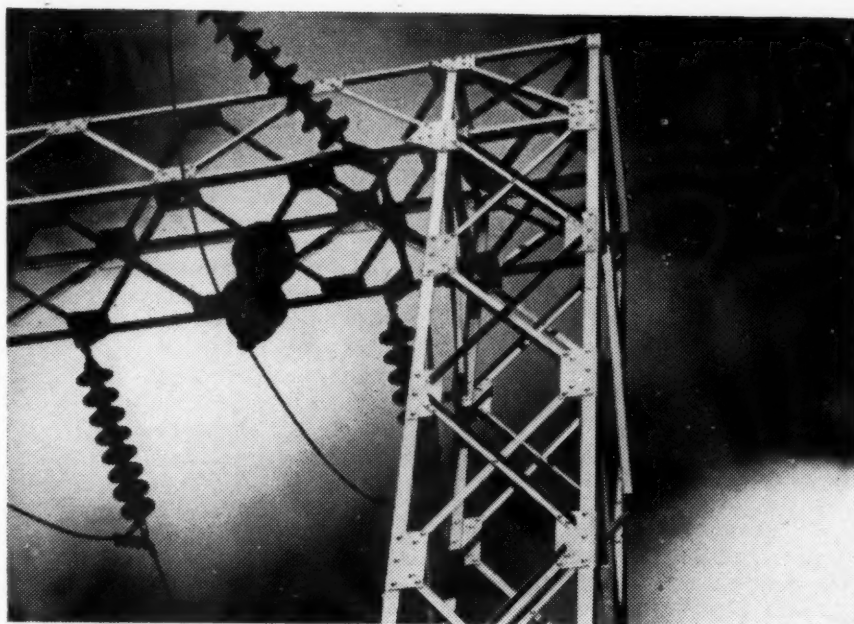
	City Index	City Nat'l Index	\$ Millions
Hawaii			
★ Honolulu ...	131.3	122.1	24.23
Idaho			
★ Boise	119.1	110.7	2.94
Illinois			
★ Rockford ...	119.2	110.9	7.11
★ Chicago	117.3	109.1	215.20
★ Moline-Rock			
Isl.-E. Moline..	113.9	105.9	5.39
★ Peoria	108.4	100.8	8.10
East St. Louis	106.2	98.8	3.94
Indiana			
★ Evansville ..	149.1	138.7	9.12
★ Indianapolis..	122.0	113.5	31.16
★ Fort Wayne..	114.5	106.4	8.87
Gary	106.0	98.6	5.93
South Bend ..	101.1	94.0	6.20
Terre Haute ..	100.5	93.5	4.48
Iowa			
★ Sioux City ..	123.5	114.8	5.71
★ Des Moines..	116.7	108.5	10.73
★ Davenport ..	116.0	107.9	4.62
★ Cedar Rapids..	115.8	107.7	5.04
Kansas			
★ Wichita	140.5	130.7	12.00
★ Topeka	134.2	124.8	4.97
★ Kansas City..	121.3	112.8	5.81
Kentucky			
★ Louisville ...	125.0	116.2	23.52
Lexington ...	105.1	97.7	4.41
Louisiana			
★ New Orleans..	114.4	106.4	22.55
★ Shreveport ..	111.7	103.9	6.12
Maine			
★ Bangor	115.5	107.4	2.92
★ Portland	108.8	101.2	8.78
Maryland			
★ Baltimore ...	114.6	106.6	61.65
★ Cumberland ..	113.8	105.8	3.67
Massachusetts			
★ Springfield ..	142.8	132.8	16.05
★ Boston	118.7	110.4	68.65
★ Worcester	112.7	104.8	13.22
★ New Bedford..	112.0	104.2	5.48
★ Fall River ..	110.8	103.0	5.60
★ Lowell	109.6	101.9	5.19
★ Holyoke	108.7	101.1	3.04
Michigan			
★ Jackson	141.3	131.4	5.70
★ Muskegon	136.2	126.7	4.10
★ Lansing	132.0	122.8	9.60
★ Detroit	128.0	119.0	124.48
★ Battle Creek..	126.0	117.2	4.47
★ Bay City	118.2	109.9	3.75
★ Flint	117.5	109.3	11.62
★ Grand Rapids..	116.9	108.7	12.81
★ Kalamazoo ..	113.1	105.2	5.53
★ Saginaw	108.7	101.1	5.25
Minnesota			
★ Minneapolis..	126.9	118.0	38.20
★ St. Paul	121.4	112.9	22.05
★ Duluth	117.5	109.3	6.07
Mississippi			
Jackson	101.6	94.5	3.34

RETAIL SALES AND SERVICES (S. M. Forecast for March, 1944)

	City Index	City Nat'l Index	\$ Millions
Missouri			
★ St. Joseph ..	121.6	113.1	4.19
★ Kansas City ..	121.0	112.5	31.85
★ St. Louis ...	110.5	110.7	49.00
★ Springfield ..	110.0	102.3	3.43
Montana			
★ Billings	109.2	101.5	2.40
Nebraska			
★ Lincoln	125.0	116.3	4.90
★ Omaha	123.5	114.9	15.67
Nevada			
★ Reno	108.3	100.7	3.25
New Hampshire			
★ Manchester ..	110.6	102.8	4.46
New Jersey			
★ Paterson	124.0	115.3	13.45
★ Newark	117.6	109.4	37.44
★ Jersey City- Hoboken ...	110.3	102.6	26.07
Trenton	106.7	99.2	8.83
Camden	104.4	97.1	7.19
Passaic	101.1	94.0	6.20
New Mexico			
★ Albuquerque..	109.8	102.1	3.13
New York			
★ New York	127.0	118.1	430.00
★ Rochester ...	123.1	114.5	23.75
★ Hempstead Twsp.	116.5	108.3	18.00
★ Schenectady ..	115.6	107.5	5.85
★ Jamestown ..	114.9	106.9	2.72
★ Binghamton ..	113.2	105.3	5.29
★ Buffalo	110.4	102.7	31.60
★ Troy	108.5	100.9	4.02
★ Syracuse	108.0	100.4	13.35
★ Elmira	107.6	100.0	3.70
★ Niagara Falls..	107.5	99.9	4.85
★ Utica	107.2	99.7	5.82
★ Albany	99.3	92.3	8.15
North Carolina			
★ Greensboro..	120.6	112.2	4.35
★ Winston-Salem	117.7	109.5	4.24
★ Asheville	110.7	103.0	4.22
★ Raleigh	107.5	99.9	3.52
★ Durham	105.0	97.7	3.73
★ Charlotte	92.3	85.8	6.63
North Dakota			
★ Grand Forks..	132.5	123.2	1.85
★ Fargo	108.7	101.1	2.86
Ohio			
★ Akron	127.9	118.9	20.76
★ Springfield ..	124.5	115.8	4.82
★ Dayton	120.6	112.2	18.95
★ Cleveland ...	119.5	111.1	67.00
★ Youngstown..	115.0	107.0	11.94
★ Columbus	114.4	106.4	24.85
★ Zanesville ..	113.1	105.2	2.75
★ Canton	111.8	104.0	8.71
★ Toledo	111.5	103.7	20.04
★ Steubenville ..	111.0	103.2	3.23
★ Cincinnati ...	110.2	102.5	38.04
Oklahoma			
★ Tulsa	122.8	114.2	9.45
★ Oklahoma City	107.2	99.7	11.24
★ Muskogee	91.5	85.1	1.92
Oregon			
★ Portland	128.6	119.6	33.56
★ Salem	112.2	104.3	2.95

RETAIL SALES AND SERVICES
(S. M. Forecast for March, 1944)

	City Index	City Nat'l Index	\$ Millions
Pennsylvania			
★ Chester	138.4	128.7	5.58
★ Philadelphia ..	122.0	113.5	126.28
★ Pittsburgh ..	119.3	110.9	54.14
★ Lancaster ...	118.7	110.4	5.30
★ Allentown ...	115.2	107.1	5.88
★ Erie	115.0	107.0	7.60
★ Harrisburg ..	114.7	106.7	7.40
★ Wilkes-Barre ..	110.5	102.8	5.76
★ Reading	110.2	111.8	7.17
★ York	109.8	102.1	4.25
★ Scranton	109.8	102.1	7.61
★ Altoona	109.5	101.8	4.41
★ Johnstown ...	106.5	99.0	4.98
★ Williamsport ..	106.2	98.6	3.08
Rhode Island			
★ Providence ..	106.3	98.8	20.00
South Carolina			
★ Greenville ..	113.6	105.6	4.70
★ Charleston ..	110.2	102.5	4.80
★ Spartanburg ..	108.1	100.5	3.08
★ Columbia ...	105.5	98.1	4.60
South Dakota			
★ Sioux Falls ..	120.3	111.9	4.40
Tennessee			
★ Knoxville ...	143.8	133.7	9.74
★ Nashville ...	117.8	109.6	11.60
★ Chattanooga ..	108.3	100.7	8.10
★ Memphis ...	106.0	98.6	19.67
Texas			
★ Austin	130.7	121.5	6.60
★ Fort Worth ...	128.5	119.5	14.51
★ Beaumont ...	125.4	116.6	4.25
★ Corpus Christi	118.5	110.2	5.03
★ Houston	118.4	110.1	27.70
★ Galveston ...	117.0	108.8	3.21
★ Dallas	116.2	108.1	24.00
★ San Antonio ..	115.2	107.1	13.25
★ El Paso	113.0	105.1	4.68
★ Wichita Falls ..	110.3	102.6	3.02
★ Waco	108.6	101.0	3.15
Utah			
★ Ogden	115.0	107.0	3.46
★ Salt Lake City	114.5	106.5	10.53
Vermont			
★ Burlington ..	117.6	109.4	2.40
Virginia			
★ Portsmouth ...	127.5	118.6	3.15
★ Richmond ...	117.4	109.2	16.03
★ Newport News ..	111.0	103.2	3.34
★ Lynchburg ...	109.7	102.0	2.77
★ Norfolk	109.3	101.6	10.16
★ Roanoke	106.0	98.6	4.62
Washington			
★ Tacoma	116.0	107.9	10.55
★ Seattle	115.7	107.6	39.22
★ Spokane	107.8	100.2	9.33
West Virginia			
★ Wheeling ...	122.5	113.9	4.15
★ Charleston ..	112.1	104.2	6.27
★ Huntington ..	104.9	97.5	4.17
Wisconsin			
★ Milwaukee ...	127.5	118.6	47.68
★ Manitowoc ...	125.7	116.9	2.10
★ La Crosse ...	123.2	114.6	2.85
★ Superior	119.2	110.8	2.24
★ Madison	119.0	110.7	6.08
★ Green Bay ...	110.5	102.8	3.57
★ Sheboygan ...	110.0	102.3	3.31
Wyoming			
★ Cheyenne ...	116.4	108.0	1.94



POWER... and plenty of it.... brightens Tacoma's tomorrow!

Tacoma, Washington's Second Market, is an integral part of the state's "70%-Plus" region. In Western Washington you'll find 74% of the state's effective buying income, 73% of the state's population, 71% of the retail sales, 86% of the industrial payroll. It's more than a "one-city" market—and to cover it adequately you need the Tacoma News Tribune's dominant, concentrated circulation. Get the facts. Any Lorenzen & Thompson representative will gladly supply them.



Because it offers a vast supply of America's lowest-cost electric power, the Tacoma area ranks high on the list of post-war "bright spots" for industry — and for advertisers. ☆ ☆ ☆ To Tacoma's famed municipal system, huge in its own right, add the greatness of Grand Coulee and Bonneville — all three forming a gigantic power "grid." ☆ ☆ ☆ Ultimate capacity totals 3,377,400 kilowatts, and even further development is planned. ☆ ☆ ☆ Power — plenty of power — plus strategic location in respect to raw materials, climate, shipping. These advantages bring Tacoma an ever-widening list of electro-chemical, electro-metallurgical, and other basic industries. ☆ ☆ ☆ These same advantages spell opportunity for advertisers who cultivate a market so rich in present and post-war potentials.

The News Tribune

TACOMA, WASHINGTON

Lorenzen & Thompson, Inc.
National Representatives

Media & Agency News

Reader-Consumer Panel

Several magazines survey typical readers regularly, but *American Home* introduces a Reader-Consumer panel which is believed to be the first concerned entirely with problems of advertisers.

Developed by Melvin Gerard, sales promotion manager, it will cover 2,300 women panel members about eight times a year. These women, in large and small communities in every part of the country, represent about 1/10th of 1% of *American Home's* 2,400,000 circulation.

On October 28, a letter signed by Barbara Coates, reader service editor, was sent to 9,700 readers, with a postpaid pledge card on which the reader was to agree to answer all questionnaires received during the coming year.

From this first letter, 1,800 of the 9,700 recipients—or about 18%—sent in pledge cards. The remaining 500 of the 2,300 panel members have since been signed. The 2,300 subscribers represent an exact cross-section of the magazine's total readership.

On November 22, Henry L. Jones, vice-president, wrote to some 400 *American Home* advertisers and their agencies, announcing the formation of the panel and inviting them to submit questions.

A motor car manufacturer wanted

to know whether motorists as a whole were still going to the dealer from whom they bought their car, whether they will buy their next car from the same dealer, whether they will "wait for the car you want?" . . . A flour and cereal concern was interested in the amount of baking done at home, the things baked, the quality of flour used, and preferences as to hot and cold cereals. . . . A drug product manufacturer asked about the extent of use of vitamin capsules. . . . A structural company submitted the question, "Would you prefer a ready-made pre-fabricated house or an individually-built house?"

Some advertisers and agencies requested *American Home* to include questions on Government policies affecting buying and living habits, and some of these questions are being included. A few, however, both "governmental" and otherwise, Mr. Gerard said, proved too complicated.

Test Questionnaire

To make sure that the panel members really meant to carry the project through, Mr. Gerard tested it, on November 27, among all members living in Massachusetts and New Jersey. Replies were received 96%.

This test questionnaire included 17 questions. The first was, "Are you satisfied with the way the Food Rationing program has worked out?" Sixty per cent were satisfied, 40% were not. Various reasons for dissatisfaction were cited. Nine-tenths of the New Jersey-Massachusetts women believed that food will continue to be rationed in this country after the war—probably for one to two years.

Among home appliances and equipment which they plan to buy when available, electric clothes washer received the most mentions, 29%, followed by aluminum kitchen ware, 24%, mechanical refrigerator, 23%, and electric vacuum cleaner, kitchen range, and automatic heating system.

Of interest to *American Home*, as well as its advertisers, were the facts that 73% of these families live in single-family houses; that 66% own their homes; that most of the homeowners would do repair work now (average cost \$705) if materials and labor were available; that 27% of the respondents expect to buy a new home within two years after the war.

On December 27, *American Home* sent its first questionnaire to the national panel. This covered 16 questions. The first, submitted by J. Walter Thompson Co., asked how

readers feel about continuing Government regulation of industry after the war. Hammond Instrument wanted to know readers' buying expectations about pianos and electric organs as compared with electric appliances. Curtiss Companies, lumber, were concerned with separate dining rooms as compared with dining alcoves in tomorrow's new homes.

Bell & Gossett, heating equipment, wanted to know what readers expect to pay for tomorrow's new homes. Aluminum Goods Manufacturing Co. sought preferences of material—aluminum, cast iron, enamelware, glass and stainless steel—for pots, and frying, baking and roasting pans. L. H. Hartman Co., Chicago agency, asked a question on family income trends in 1943 as compared with 1942. J. Walter Thompson Co. wanted to know advertising themes—straight product, conservation, inspirational wartime, post-war plans, etc.—"of greatest interest to you."

A week after they received this questionnaire, panel members also received their certificates. Within two weeks, replies had been received from more than 1,300 of the 1,800 members covered. At this writing, they are still coming in. Mr. Gerard will send an eight-page folder report to advertisers on this questionnaire early in February.

Agencies

With an eye to post-war business, more agencies recently have placed newspaper ads or campaigns on their own behalf—among them Anderson, Davis & Platte, Henri, Hurst & McDonald, Duane Jones Co., Lennen & Mitchell, Marschalk & Pratt, J. M. Mathes, Inc., Pettingell & Fenton, and Ruthrauff & Ryan.

War Advertising Council will serve American Red Cross for the first time this year, in the March drive to raise \$200,000,000. Ruthrauff & Ryan is volunteer agency.

J. Walter Thompson Co. adds four executives to its board of directors: Robert T. Colwell and O'Neill Ryan, Jr., New York; Daniel Danker, Jr., Hollywood, and Merton V. Wieland, Chicago. . . . Austin Byrne from W. C. Grant Agency, joins William Esty & Co. as account executive, and several Esty executives join Grant: P. Wesley Combs as vice-president, Thomas Lynch as media director, and Harry Holcomb as radio director. . . . Chester S. Hendry, from the Grant agency, in charge of Brazilian development, joins the export staff of Buchen Co., Chicago.

Did you miss

SIR ARCHIBALD CLARK KERR

British Ambassador to Russia

W. H. DAVIS

W. L. B. Chairman

REP. SAM RAYBURN

in person on the

MARCH OF TIME

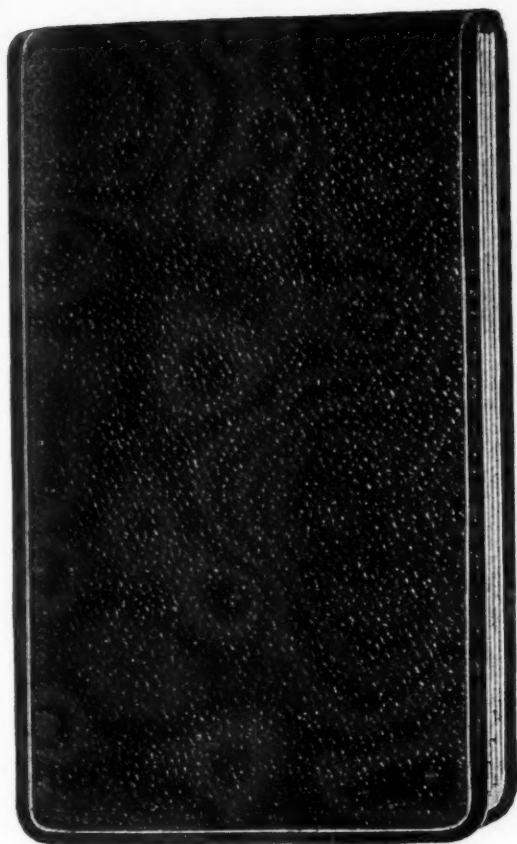
Sponsored by the Editors of

TIME

The Weekly Newsmagazine

LISTEN TO A NEW GROUP OF NEWS-MAKERS NEXT THURSDAY

NBC NETWORK **10:30 P.M. EWT**



Actual Size

Let Him Know He's Not Forgotten

Today your salesmen can't call on their old customers as often as they'd wish.

You know how customers are. Sure, they realize there's a war on . . . tires and gasoline rationed . . . traveling difficult . . . no merchandise available, or only limited quantities. But plain ordinary grumpiness occasionally gets the better of reason, and at such times even the best of customers may feel that you've forgotten them for the duration . . . that apologies and explanations are only routine substitutes for personal attention until the war is over . . . and your men can start soliciting their business again.

It's basic post-war planning to *make sure* that you still hold the good will of your customers and prospects. A remembrance token—this handsome pocket memo book, for example—will add the personal touch to your next letter and go far toward revitalizing good will. In genuine leather, imprinted in gold, this memo book is an eye-filling gift . . . for sending to customers and prospects, or distributing through your salesmen. What's more the simple, practical re-fill feature enables you to "repeat" your remembrance from time to time.

IDEAL SALES MEETING AND CONVENTION SOUVENIR

ADVERTISING CORPORATION OF AMERICA

TWO PARK AVENUE, NEW YORK 16, N. Y.

Factory: Easthampton, Mass.



E-56 MEMO BOOK. Conveniently fits vest pocket. In genuine leather. Customers ad, individual's name, trademark, etc., can be imprinted in gold on front cover—with advertising copy printed on inside front cover. Refills available.

IS THIS YOU? FLOOR-TREATMENT EXECUTIVE

Large and growing chemical company, nationally prominent in markets requiring an engineering approach to sales, has made definite plans to enter the field of floor treatment. The scope of application within this market is to be unlimited.

This company now seeks an executive to assume responsibility for the development of the specific policies, products and organization required.

This executive should not be over 45 years of age, and preferably have an intimate knowledge of the manufacture of waxes, or floor sealers, or other basic floor treatment products. He must also have had broad experience in developing this type of business with schools, hospitals, institutions, commercial buildings and city and state administrations.

Compensation shall comprise base salary and participation in results. The employer is NOT seeking a man with limited ambition.

Please prepare your answer so as to include detailed enumeration of your personal qualifications and business experience, salary desired; photo if available. All replies shall be handled confidentially.

Box 1061, Sales Management, 386 Fourth Ave., New York 16, N. Y.

Win Cline becomes vice-president and co-manager, Seattle office of Botsford, Constantine & Gardner. He continues to head Cline Advertising Co., Boise, Idaho. . . Hubbell Robinson, Jr., associate radio director, is named a vice-president of Young & Rubicam. . . Milton F. Decker, from Scripps-Howard Newspapers, is now director of marketing and media research with Fuller & Smith & Ross, New York. . . John D. Fitzgerald, from National Association of Manufacturers, joins Compton Advertising, Inc., as an Allis-Chalmers account executive. . . Merritt W. Barnum, Jr., is named vice-president in charge of radio programs with Ruthrauff & Ryan. . . Edward H. Pearson is now vice-president and creative director of J. M. Hickerson, Inc., New York.

* * *

Accounts: Republic Aviation Corp. to Erwin, Wasey & Co. . . Fairchild Aviation Corp. to G. M. Basford Co. . . Sundries division of B. F. Goodrich Co. to Griswold-Eshleman Co., Cleveland. . . General Foods Sales Co. and Northern Paper Mills to Young & Rubicam, for export advertising. . . Beacon Chemical Corp. to McKee & Albright, Philadelphia. . . Federal Electric Co. to J. R. Hamilton Agency, Chicago. . . Parker Appliance Co. to Fuller & Smith & Ross, Cleve-

land. . . Executone, Inc., and Mifflin Chemical Corp. to Joseph Katz Co.

Newspapers

Promotional efforts by large and small newspapers, with the pulpwood industry, in some 1,500 communities in 27 States, were primarily responsible for the fact that the domestic pulpwood industry overcame an apparent shortage of 2,500,000 cords in the latter half of 1943 and reached the goal set by WPB at 13,000,000 cords. WPB has placed the 1944 objective at 14,000,000 cords. The pulpwood industry has taken over the campaign of the Newspaper Pulpwood Committee and are running it in 1,400 small-town newspapers. Many pulpwood mills have launched campaigns of their own.

* * *

Newspaper advertising linage in 52 major cities pushed ahead 12.5% in 1943 from 1942. Strongest gains were made by classified, 30.2%, general or national, 25.8, and automotive, 20.6. Retail was ahead 2.8 and financial 0.8. For December, financial, down 8.4%, was the only major group lower than in December, 1942. Classified increased 17.6, automotive 14.3, general 10.2 and retail 1.4.

H. B. Sherwood
wins promotion at
the New York
News.



Harold B. Sherwood is appointed advertising manager of the New York News, a position vacant since the death of Ray T. Wilken in 1939. Ben L. Moyer succeeds Mr. Sherwood as national advertising manager; Elmer E. Flagler becomes manager of classified display advertising, and Seward Davis Chicago manager. George Morris has been named manager of publicity and advertising promotion, replacing Howard W. Roper, who joins L. E. McGivena & Co., New York agency.

* * *

Peoria *Journal-Transcript* and Peoria *Star* merge mechanical, circulation and business departments. Editorial departments of the two papers remain "separate, independent and competitive." The *Star* changes from evening to morning paper and the *Journal-Transcript* continues alone in the evening field. A new Sunday paper, the *Journal-Star*, is published by the combined staffs. Peoria Newspapers, Inc.,

EXTRA! Twenty Millions In Purchasing Power

—floating around the Winston-Salem market as a result of CASH sales of tobacco on the market recently closed. This is an all-time high record for the 75-year history of this famous tobacco market place.

—and the farmers in the surrounding area now have CASH to buy the things advertisers have to sell.

JOURNAL and SENTINEL WINSTON-SALEM N. C.

National Representatives: KELLY-SMITH COMPANY
NBC—Radio Station WSJS—NBC

operate the merged departments, with Ward-Griffith Co. as national advertising representative.

Radio

The four major networks had a combined sales gain of about 30% in 1943, to about \$150,000,000. The Blue increased 60%, to about \$25,000,000, and Mutual 43.6% to nearly \$14,000,000. CBS gained about 27%, to nearly \$58,000,000, and NBC 20% to \$53,500,000. . . Mutual announces a rise of 86% in December, to a new monthly high of \$1,603,402.

* * *

Proportionate with sales growth, the networks are expanding promotion. CBS spent \$900,000 for its largest campaign last fall, in newspapers, radio announcements, posters and car cards in 130 station cities. . . NBC, continuing in newspapers and other media, will start in magazines soon, through J. Walter Thompson Co. Forty-four stations took part in NBC's "Parade of Stars" promotion.

* * *

The Blue will spend at least \$300,000 in a campaign on the public service of the broadcasting industry in war and peace, with four magazines, newspapers in its own station cities of New York, Chicago and San Francisco, business papers and recorded announcements scheduled through Geyer, Cornell & Newell. Four other magazines may be added. The 177 Blue affiliates are being given material for local tie-up.

* * *

Z. C. Barnes is appointed director of sales administration of Mutual, working with Edward Wood, Jr., general sales manager. . . James M. Gaines becomes assistant to Charles P. Hammond, NBC director of advertising and promotion. . . Jack Kessler is named commercial manager of WOAI, San Antonio. . . John Alexander, KSL, Salt Lake City, is now manager of KODY, North Platte, Neb.

Magazines

Advertising lineage of weekly, women's and monthly magazines was up about 20% in each case in 1943.

* * *

Total number of net paid copies of 21 magazines was 2% less for the 12 months ended June 30, 1943, than for the same period ended June 30, 1942, reports Association of National Advertisers in its "Annual Analysis of Net Paid Circulation and Subscription Production." Newsstand sales—which accounted for more than one-third of total net paid circulation—gained 8%, while single-copy boy sales dropped

53%. Bonus circulation of these magazines averaged 16% in 1943.



H. J. Donohoe (left) is Liberty's new advertising manager.



Shepard Spink moves up as advertising director of Life.

Herbert J. Donohoe, formerly eastern advertising manager, is made advertising manager of Liberty. . . Neilson M. Mathews, vice-president and general manager of Farm Journal, also will serve as advertising director of Pathfinder. . . Shepard Spink, formerly assistant advertising director of Time, Inc., is appointed advertising director of Life, of which Thomas Ward is advertising manager. . . O. L. Helfrich is named eastern advertising manager of United States News, at New York. . . Henry La Cossitt, from American Magazine, is named managing editor of Collier's.

* * *

Interstate Publishing Corp., New York, managed by Martin Goodman, discontinues all eight pulp magazines in the American Fiction Group to provide paper for Screen Stars, a new monthly. . . Macfadden Detective Group is changed to Macfadden Men's Group. . . Popular Science Monthly raises single-copy price from 20 to 25 cents. . . American Girl, published by Girl Scouts, Inc., increases rates, effective with the May issue, based on a new circulation guaranty of 225,000.

* * *

To provide copies for farm readers, Farm Journal asks urban subscribers to cancel. . . Most of those already cancelled have agreed. . . Redbook issues a new edition of "Coverage of Major Markets by Weekly, General Monthly and Women's Service Magazines."

Business Papers

January variety store editions of Chain Store Age listed 1,191 lines of "merchandise you can get now." . . American Druggist reduces trim size to 8 1/4 x 11 inches. . . Film Daily published a 40-page section on January 14 for the Fourth War Loan Drive.

Donald M. Foyer is named advertising manager of Photographic Trade News. . . Langdon Caskin, Jr., becomes eastern advertising manager of Liquor Store & Dispenser. . . Gene Furgason joins Business Week as Pittsburgh manager.

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Comment

BY RAY BILL

POST-WAR ANNUAL WAGE. In the annual wage idea, does Labor have a new objective of terrific significance? We think so. At first blush, this new factor, already on the horizon, might seem to have relatively little bearing on the sales side of American business. Actually, it can affect selling—particularly the total of sales which are *made*—in major degree.

The industrial history of this Nation has been based on factory workers and many others receiving so much per hour for each recognized hour of work. The so-called white-collar class fares slightly better, in that most of those in this class operate on a weekly basis. There is still a smaller group serving via monthly compensation, with the smallest group of all being engaged on an annual basis.

The more important the executive or specialist, the more likely he is to hold a contract for one or more years—the idea being that these management men will be the last to go, come hell or high water for the company itself. There is, of course, much theory in this practice since management which fails to keep wheels turning, products selling, profits ensuing, “goes out” for one reason or another long before many of the workers retained on an hourly, weekly or monthly basis.

Obviously, hourly and piece-work employees possess little of job security in their employment arrangement. Their job security depends almost entirely on the ability of management to keep things going—with reasonable stability.

It seems a bit incongruous, that by far the highest percentage of annual wage workers is to be found on governmental payrolls and on the payrolls of schools, hospitals and other institutions—all of which depend in the last analysis on the continued profit-success of private business. In other words, business is now underwriting great areas of “annual wage” outside of its own immediate payroll while it is still, in the main, hesitant about broad application of the annual wage principle to its own payroll.

We all know that in the past, depressions have been self accelerating. Retrenchment begets retrenchment. Fear multiplies fear.

Having a few concerns employ on an annual wage (while creditable and progressive from the standpoint of such individual companies) is not so significant to the economy as a whole as if this were the more or less universal practice of business. If such a policy were to prevail, business profits and employment would be stabilized as never before—and simultaneously *market opportunities would be stabilized as never before.*

Everyone familiar with the principles of insurance knows the premium cost goes way down when it is shared by all instead of by just the losers. Perhaps universal adoption of the annual wage principle will put *mutual* stability in jobs and at the equivalent of low cost insurance.

Our final point is that this ball should not be carried by

Labor alone, leaving business on the defensive and Government very possibly playing more of a political than economic role. Necessary hedges must be considered most carefully—such as the right to drop or reduce ineffective workers, the right to cancel such employment arrangements if and when reverses threaten the financial solvency of a given company, the right to offer higher compensation under incentive plans over and above a minimum annual wage.

We urge production, sales, economic and financial leaders to work cooperatively with leaders of Labor and Government, in exploring and developing the future possibilities of “the annual wage” on a nationwide basis.

SALES COMPENSATION. Last fall the Treasury Department startled the sales world with ceiling rulings on sales commissions and other forms of incentive compensation in wide use on the sales side of American business. The Treasury Department did not originate the policy on which these rulings were based, the policy itself having emanated in the form of instructions from the Director of Economic Stabilization.

Negative reaction to these rulings was immediate and widespread. Meetings in Washington were hurriedly staged. The serious consequences and inequities of the new rulings became so quickly apparent to Washington officials that revised rulings soon emanated from the Treasury. But all phases of the matter could not be cleared up quickly and the whole problem was subjected to careful study until the end of the year. Then, on December 30th, the Director of Stabilization announced a new policy which in effect means a return to the status quo prior to the sensational rulings of last fall.

On January 20 the Commissioner of Internal Revenue, Treasury Department, clarified this new policy.

Having ourselves been in the thick of the discussions on compensation ceilings, we want to be among the first to congratulate the Director of Stabilization and the Treasury Department on reversing with necessary promptness the ill-advised earlier rulings. One often hears that Washington will not admit or rectify mistakes. We have never agreed with this premise. We believe Washington has always been disposed to give careful consideration to accurate facts submitted in support of sound arguments.

In the case of salesmen's commissions and kindred matters the Washington attitude has been open-minded, considerate, dispassionate and intelligent.

The incentive system of variable compensation as it has been developed in the sale of products and services is no happenstance. It is the outgrowth of many decades of practical experience. Hence it is significant and commendatory that under the exigencies of war, a large segment of salesmen and sales executives have not been forced to change the system to which they have long been accustomed and with which their morale and ability to perform is in no small degree entwined.